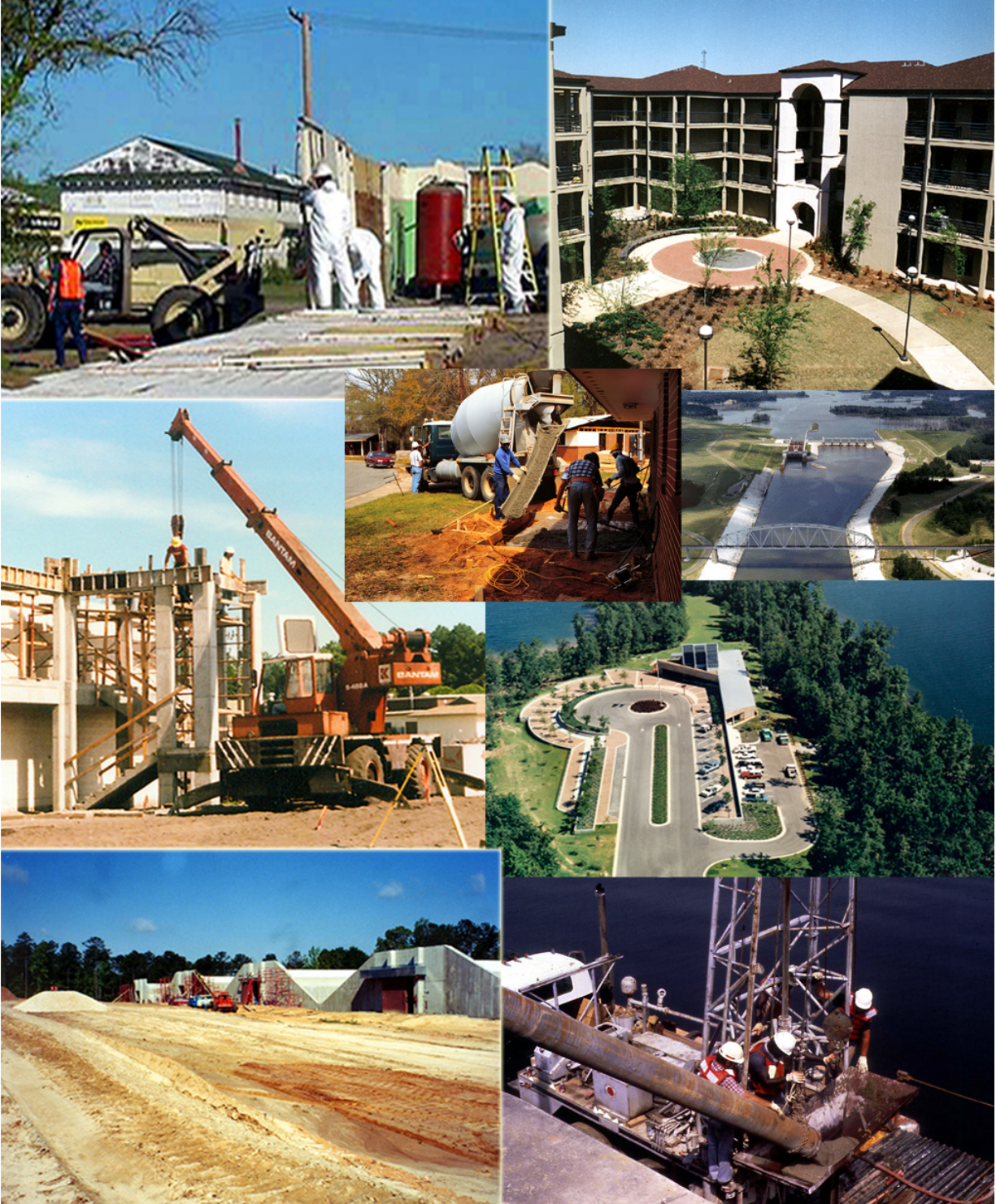




US Army Corps
of Engineers

FY05 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols¹

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
TAC	TransAtlantic Prog Ctr		

¹ Organizations participating in FY05 Survey highlighted

EXECUTIVE SUMMARY

The 11th Annual Military Programs Customer Satisfaction Survey has been completed. A total of 695 customers participated in the FY05 survey. Army customers comprise the largest proportion of the FY05 sample at 48 percent followed by Air Force (31%), 'Other DoD' (14%) and IIS (8%). Over half (56%) of USACE customers selected construction services as their primary category of services; 16 percent selected environmental services, 13 percent selected real estate, five percent O&M and 11 percent selected 'Other'.

The majority of responses (67 percent or more) were positive for the eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 88 percent of respondents and 'Seeks Your Requirements' and 'Resolves Your Concerns' rated high by 84 percent each. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at ten percent and 'Would be Your Choice for Future Services' at eight percent. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 81 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of eight % responded USACE would NOT be their choice for future projects and 11% were non-committal. For customers' overall level of satisfaction 82% responded positively, 7% negatively and 12% fell in the mid-range category. The proportion of low and noncommittal customers is slightly lower and that of satisfied customers is slightly higher than in the previous FY.

The proportion of high ratings for the specific services items ranged from 68 to 82 percent. The top three most highly rated items were 'Project Management' (82% high ratings) followed by 'Construction Quality' and 'Planning services (Master, Mobilization, etc)' at 81% each. 'Environmental Compliance' had always been among the highest rated services in past years but ratings have fallen slightly this FY. The specific services that received the lowest ratings were 'Timely Construction' at 12 percent low ratings, 'Real Estate' (11%) and 'Engineering Design' (9%). 'Timely Construction' and 'Real Estate' have been among the lowest rated for the previous consecutive three years.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army, vs. 'Other'), primary work category (Construction vs. Environmental vs. 'Other') and ratings by MSC².

² The results of this analysis are not included in this report.

The analysis comparing ratings for three major customer groups: Air Force, Army, and 'Other' showed that ratings were very comparable for the general satisfaction indicators however differences in ratings are seen among the specific services areas. Significant differences were seen in 'AE Contract Services', 'Engineering Design', and 'Maintainability'. In each case Army customers group were statistically significantly less satisfied than one or more of the other three groups. These results represent a notable departure from previous years in that subgroup ratings have become more homogeneous. In previous years differences in ratings among the groups was much more extreme. 'Other' customers were uniformly the most satisfied followed by Air Force.

A very clear pattern emerges in the comparisons of ratings by work category. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In several cases 'Other' customer ratings were significantly higher than Construction. These results are completely consistent with previous years.

The trend analysis tracks the past nine-years in customers' assessment data. The analysis juxtaposes the trend in Air Force vs. Army vs. Other customer ratings over time. For the purposes of this analysis the 'Other' groups represents the IIS and 'Other DoD' responses combined. Results show that in general, there has been a gradual upward trend over the previous nine years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a decline for FY03 but seemed to have recovered in FY04 and are increasing or stable in FY05. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers.

Army customers' ratings display very stable trends, moving upward in a consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. Army customers are the only group that showed improved ratings in every service area this year. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among many satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent singular pattern (increasing/decreasing/stable) over time. Instead customer ratings display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods, i.e., declines in ratings occurred in FY97, FY00 and FY03. Although in the aggregate Air Force customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Several services displayed a decline in ratings in FY05. They included 'Environmental Compliance', 'Project Documentation', 'Privatization Support', 'AE Contract Services' and 'Construction Turnover'. The decline was particularly sharp in the first three of these services. One area that warrants monitoring is 'On-Site Project Management' (added to the survey in FY01). For the first four

years there has been a consistent downward trend among Air Force customers. FY05 results were essentially the same as last FY.

The pattern of ratings for the 'Other' customers is comparable to Army customers except that ratings for 'Other' customers began at a much higher level than Army. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. Three service areas showed a small decline in FY05. They are 'Delivers Products at Reasonable Cost', 'Environmental Studies' and 'Environmental Compliance'. In summary mean ratings for 'Other' customers began and remain consistently higher than Air Force and Army ratings.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown little improvement until this year. 'Warranty Support' ratings improved for Army and 'Other' customers. This service is still rated lowest by Army customers at a mean of 3.81 but this represents a fairly significant improvement over FY04. Air Force ratings of 'Warranty Support' are unchanged from last FY.

Survey participants were given the opportunity to explain their rating of each item and to provide general comments. An extremely large proportion of respondents (73%) submitted comments. Of these, 231 (46%) made overall favorable comments; 97 (19%) made negative comments and 158 (31%) customers' comments contained mixed information (positive and negative comments). The two most frequent positive comments concerned 'Overall Satisfaction' (167 customers) and 'Compliments to individuals/staff' (159 customers). The two most frequent negative comments concerned 'Reasonable Cost' (86 customers) and 'Timely Service' (73 customers). The negative comments on 'Costs' were more than double the number received last FY (39 in FY04). Similar increases in negative comments were seen in 'Timely Service'. The other areas of services that received a large number of negative comments were 'Timely Construction' (67 customers), 'Manages Effectively' (63) and 'AE Contract Service' (63). A complaint that has continued to surface concerns QA/QC services. Finally, for the first time a large number of customers registered complaints about the lack of staff continuity on their projects.

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and is in accordance with Executive Order 12826 (FY93) which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE decided to continue the customer survey process beyond the requisite 3-year period for Military Program customers.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. An e-mail memorandum from CEMP to all Major Subordinate Commands, dated 18 November 2005, contained instructions for administration of the FY05 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 14 December 2005. All districts were again instructed to include IIS (International and Interagency Support) customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Districts were instructed to survey installation level customers and Headquarters was to survey their command level equivalents. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. Districts were instructed to send each customer an e-mail memo containing a URL link to the survey and instructions on completing the survey.

The standardized Military Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services provided by the district). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits customer comments in each service area. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-34 assess

specific services such as engineering design, environmental services, and construction services. One specific services item was modified this year. ‘Job Order Contracts’ were replaced by ‘IDIQ contracts (e.g. MATOC’s etc)’. The final portion of the survey solicits general customer comments. A copy of the survey instrument may be viewed in Appendix A or by ‘CTRL-clicking’ on the following link: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

§2. RESULTS OF FY05 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 695 customers participated in the FY05 survey. The corps-wide response rate was 55.3% for an estimated sampling error of +/- 2.5%. Response rates varied greatly among districts, ranging from a low of 30% for New York District to as high as 100% for Tulsa District. The districts serving the largest populations of Military Program customers saw response rates in the 40-60% range. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS³ customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint Commands, DODEA, DECA, USMILGP's, etc. IIS customers include organizations such as EPA, DHS, USGS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY05 sample at 48 percent followed by Air Force (31%), 'Other DoD' (14%) and IIS (8%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (44 customers) and ACC and AFMC (34 customers each). The commands specified by the 79 customers who selected 'AF-Other' included PACAF, AFSPC and AFRC. A significant number of these (21) are under PACAF command. This category will be added to the selection list in the FY06 survey. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (53 customers), followed by IMA Northwest (38) and IMA-Southwest (37). The vast majority of FY05 Army customers fell into the 'Army-Other' category. The commands specified by the 119 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. Since the number of National Guard customer has increased over the years, this category will be added to the command selection list. There were a total of 13 Marine Corps customers and 16 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA, DISA, NDU and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM, CENTCOM, MEPCOM and others. To view the complete list of commands specified by customers who selected 'Other' see Appendix B tables B1-B4. A complete listing of specific customer organizations is provided in Appendix B, Table B-6.

³ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

Table 1: USACE Customer Groups

<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	212	30.5
Army	334	48.1
Other DoD	94	13.5
IIS	55	7.9
Total	695	100.0

USACE Customer Groups FY05

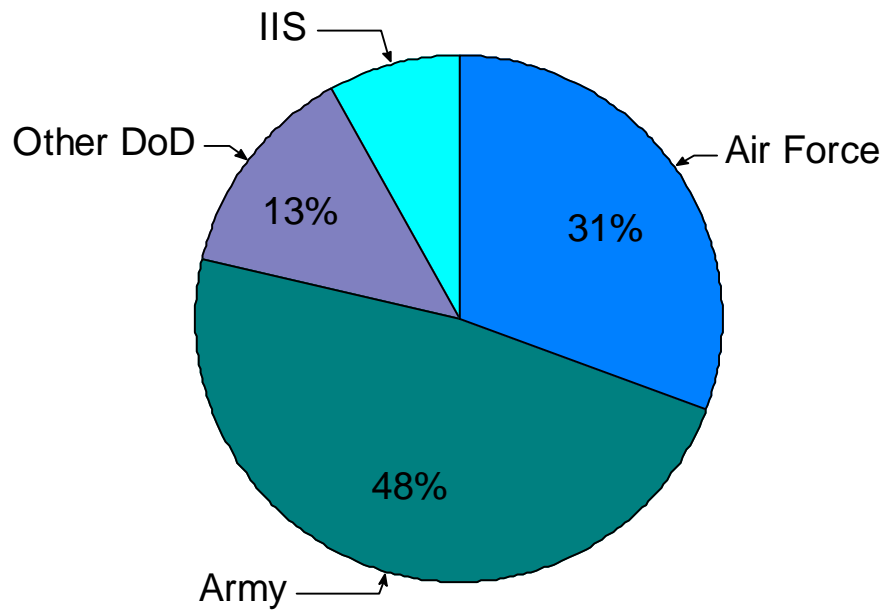


Figure 1. USACE Customer Groups

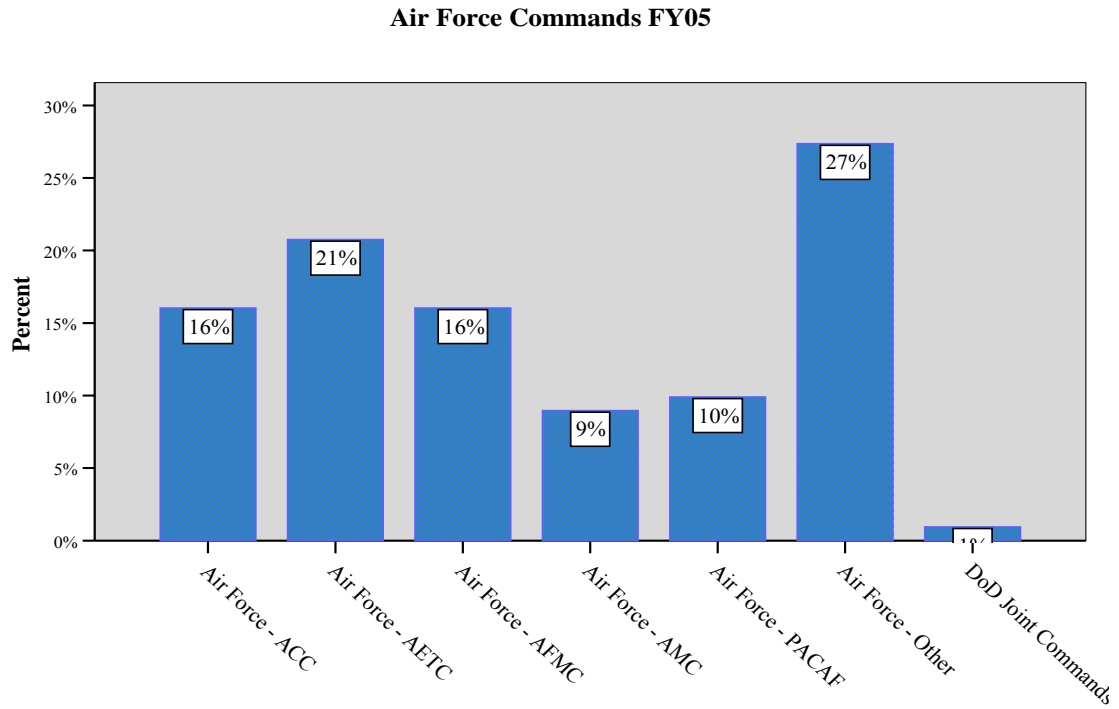


Figure 2. Air Force Commands

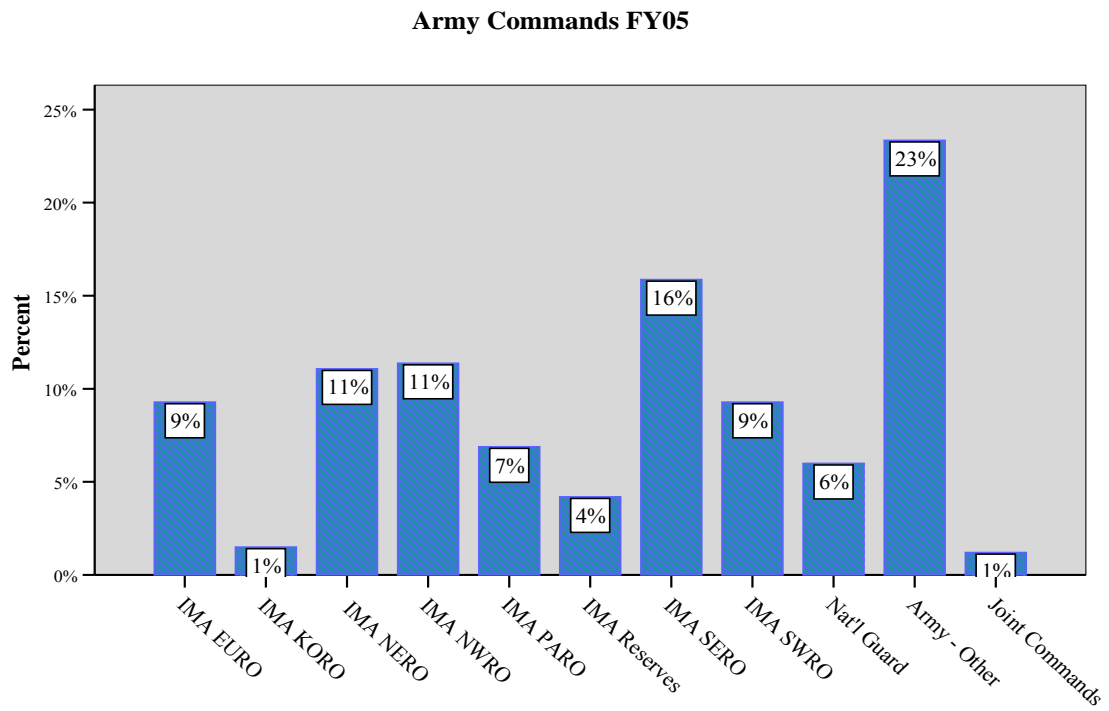


Figure 3: Army Commands

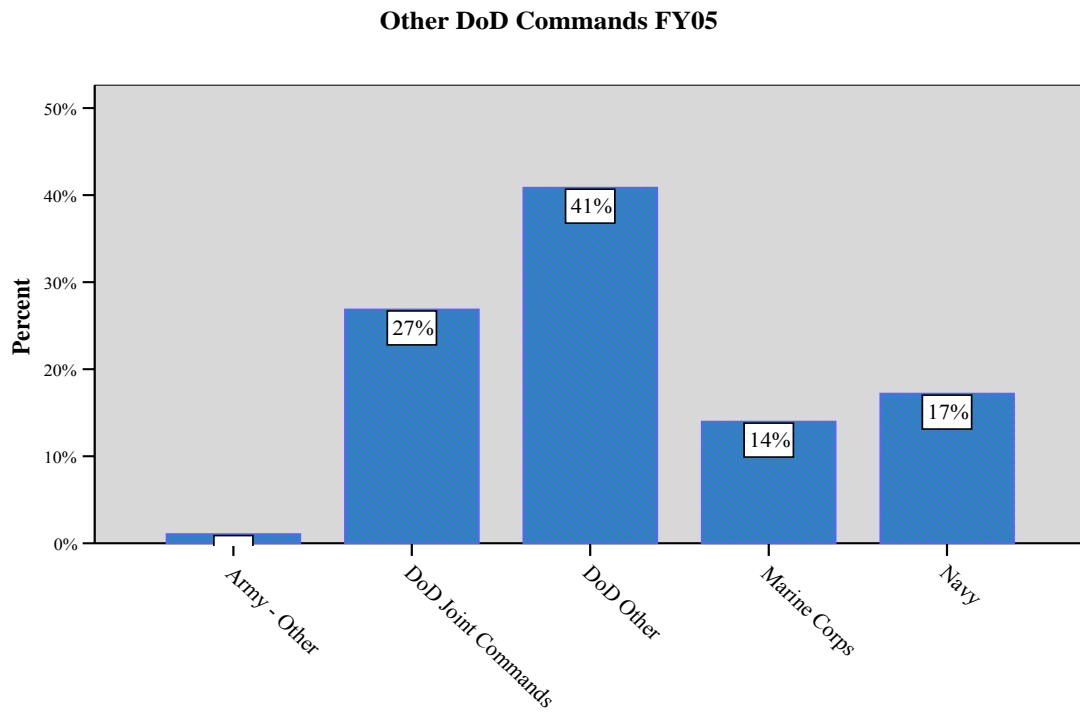


Figure 4: Other DoD Commands

Table 2: DoD Commands

<u>Command</u>	<u>#</u>	<u>%</u>
Air Force - ACC	34	4.9
Air Force - AETC	44	6.3
Air Force - AFMC	34	4.9
Air Force - AMC	19	2.7
Air Force - Other	58	8.3
Air Force - PACAF	21	3.0
Army - IMA EURO	31	4.5
Army - IMA KORO	5	0.7
Army - IMA NERO	37	5.3
Army - IMA NWRO	38	5.5
Army - IMA PARO	23	3.3
Army - IMA Reserves	14	2.0
Army - IMA SERO	53	7.6
Army - IMA SWRO	31	4.5
Army - Nat'l Guard	20	2.9
Army - Other	79	11.4
DoD Joint Commands	31	4.5
DoD Other	38	5.5
Marine Corps	13	1.9
Navy	16	2.3
Non-DoD	56	8.1
Total	695	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (56%) of USACE customers rated Construction services; 16 percent rated Environmental services, 13 percent rated Real Estate , five percent O&M and eleven percent rated ‘Other’ areas of service. Customers that checked the ‘Other’ area of services typically specified a combination of services such as ‘Design and construction’. Others specified ‘Project management’, ‘Design’, ‘Planning’ or a specialized service such as timber sales or cultural resource services. The complete list of ‘Other’ work categories is found in Appendix B Table B-5.

Table 3: Primary Category of Work

<u>Work Category</u>	<u>#</u>	<u>%</u>
Construction	379	54.5
Environmental	114	16.4
O&M	34	4.9
Real Estate	89	12.8
Other	79	11.4
Total	695	100.0

USACE Work Categories FY05

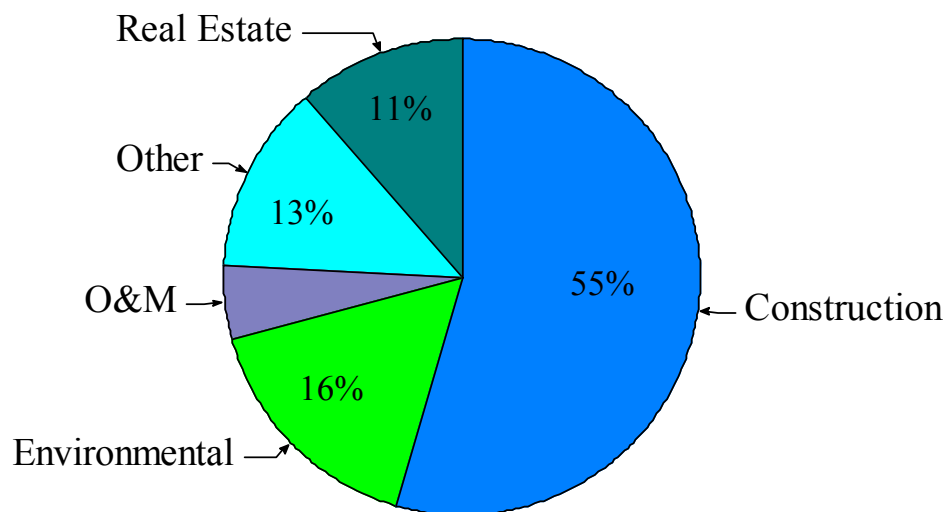


Figure 5: Primary Category of Work

The survey included all military Districts and TransAtlantic Center. In addition a very small number of customers from Civil Works Districts were included in the FY05 survey. One individual invited by a district elected to evaluate HQUSACE.

These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by South Atlantic and North Atlantic Divisions (22% and 20% respectively). Mobile, Europe and Omaha Districts had the greatest number of valid responses (95, 62 and 61 customers respectively).

Table 4: Corps Divisions

<u>Division</u>	<u>#</u>	<u>%</u>
LRD	34	5.1
NAD	137	20.4
NWD	120	17.9
POD	101	15.0
SAD	150	22.3
SPD	71	10.6
SWD	58	8.6
HQ	1	0.1
Total	672	100.0

Table 5: Corps Districts

<u>District</u>	<u>#</u>	<u>%</u>		<u>District</u>	<u>#</u>	<u>%</u>
LRL	32	4.6		POJ	25	3.6
LRN	2	0.3		SAJ	1	0.1
NAB	29	4.2		SAM	95	13.7
NAN	9	1.3		SAS	53	7.6
NAO	27	3.9		SAW	1	0.1
NAP	8	1.2		SPA	18	2.6
NAE	2	0.3		SPL	17	2.4
NAU	62	8.9		SPK	36	5.2
NWK	15	2.2		SWF	31	4.5
NWO	61	8.8		SWL	6	0.9
NWS	44	6.3		SWT	21	3.0
POA	43	6.2		TAC	23	3.3
POF	12	1.7		Total	694	100.0
POH	21	3.0				

§2.2 GENERAL SATISFACTION ITEMS

The statistical analysis of customer satisfaction ratings was conducted by weighting responses by customer organization and district. For example, there are 4 customer responses from California ARNG for Mobile. Each response is given an equal weight of 0.25. *I.e.* the assigned weight is equal to the inverse of the number of responses from a customer organization and district. In previous years each customer responses was given equal weight. The weighting scheme essentially treats the organization as the customer instead of individuals. Throughout the report, items totals will be 418 or less even though USACE received 695 completed surveys.

All general satisfaction items received a mean score of 3.9 or higher. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁴. The majority of responses (67 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 88 percent of responding organizations and 'Seeks Your Requirements' and 'Resolves Your Concerns' at 84% each. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at ten percent and 'Would be Your Choice for Future Services' at eight percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 81 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of eight % responded USACE would NOT be their choice for future projects and 11% were non-committal. For customers' overall level of satisfaction 82% responded positively, 7% negatively and 12% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. The proportion of low and noncommittal customers is slightly lower and that of satisfied customers is slightly higher than in the previous FY. Detailed responses to these indicators (before collapsing categories) are displayed in Table C-1 of Appendix C so extreme responses can be identified ('Very Low' or 'Very High').

⁴ If customers select NA or fail to rate an item, the number of valid responses will be less than 418.

Table 6: General Satisfaction Items

<u>General Items</u>	<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	19	4.6	46	11.1	351	84.4	416	100.0
S2 Manages Effectively	28	6.7	58	13.9	332	79.4	418	100.0
S3 Treats You as a Team Member	18	4.3	32	7.7	367	88.0	417	100.0
S4 Resolves Your Concerns	27	6.5	41	9.8	349	83.7	417	100.0
S5 Timely Service	27	6.5	66	15.8	324	77.7	417	100.0
S6 Quality Product	20	4.9	51	12.4	341	82.8	412	100.0
S7 Reasonable Costs	39	9.8	92	23.2	266	67.0	397	100.0
S8 Displays Flexibility	15	3.6	55	13.3	344	83.1	414	100.0
S9 Keeps You Informed	23	5.5	47	11.3	345	83.1	415	100.0
S10 Your Future Choice	33	8.1	44	10.8	331	81.1	408	100.0
S11 Overall Satisfaction	28	6.7	49	11.8	340	81.5	417	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a mean score of 3.80 or higher. All ratings were weighted by customer organization.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 53 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19 percent on Item 18: 'Project Management Services' to a high of 91 percent on Item 16: 'BRAC'. Extremely low response rates were also found for 'Privatization Support' and 'IS Checkbook Services'.

The proportion of high ratings for the specific services items ranged from 68 to 82 percent. The top three most highly rated items were 'Project Management' at 82% followed by 'Construction Quality', and 'Planning Services (Master, Mobilization...)' at 81% each. 'Environmental Compliance' had been among the top three highly rated items in past years but the number of high ratings have fallen and mid-range/non-committal ratings have increased in FY05.

The specific services that received the largest proportion of low ratings were 'Timely Construction' at 12 percent low ratings, 'Real Estate' (11 %) and 'Engineering Design' (9%). The first two of these were the lowest rated last year as well. Detailed responses

to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C so extreme responses can be identified (Very Low or Very High)..

Table 7: Specific Services Items

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Master, Mobiliz...)	6	3.7	24	14.9	131	81.4	161	100.0
S13 Investigation/Inspections	6	4.1	27	18.2	115	77.7	148	100.0
S14 Environmental Studies	9	5.4	26	15.6	132	79.0	167	100.0
S15 Environmental Compliance	10	6.8	24	16.4	112	76.7	146	100.0
S16 BRAC	4	4.6	12	13.8	71	81.6	87	100.0
S17 Real Estate	17	10.6	26	16.3	117	73.1	160	100.0
S18 Project Management	23	7.1	35	10.8	265	82.0	323	100.0
S19 Project Documentation	17	7.2	40	16.9	180	75.9	237	100.0
S20 Funds Management	21	7.3	44	15.3	223	77.4	288	100.0
S21 A/E Contracts	19	7.2	45	17.1	199	75.7	263	100.0
S22 Engineering Design	26	9.1	54	18.8	207	72.1	287	100.0
S23 IDIQ Contracts	7	4.9	25	17.6	110	77.5	142	100.0
S24 Construction Quality	14	5.0	40	14.2	228	80.9	282	100.0
S25 Timely Construction	33	11.7	57	20.3	191	68.0	281	100.0
S26 Construction Turnover	19	7.5	48	19.0	185	73.4	252	100.0
S27 Warranty Support	17	7.5	45	19.7	166	72.8	228	100.0
S28 End-user Satisfaction	14	5.1	40	14.5	222	80.4	276	100.0
S29 Maintainability	15	6.0	38	15.3	195	78.6	248	100.0
S30 Privatization Support	5	9.3	12	22.2	37	68.5	54	100.0
S31 IS Checkbook	3	5.1	11	18.6	45	76.3	59	100.0
S32 On-site Project Mgmt	18	6.8	38	14.4	207	78.7	263	100.0
S33 Value of S&R	18	6.8	43	16.2	204	77.0	265	100.0
S34 Value of S&A	18	6.9	39	15.1	202	78.0	259	100.0

Green: Highest Rated

Red: Lowest Rated

§2.4 CUSTOMER COMMENTS

The survey instrument includes a blank ‘explanation’ field for each item. Customer could use this field to explain any of their ratings but were specifically asked to explain any low ratings (below 3). Customers could also provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don’t take the time to provide a comment.

An extremely large proportion of respondents (73%) submitted comments. Of these, 231 (46%) made overall favorable comments; 97 (19%) made negative comments and 158 (31%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (20 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The two most frequent positive comments concerned ‘Overall Satisfaction’ (167 customers) and ‘Compliments to individuals/staff’ (159 customers). As in previous years, a very large number of positive comments about ‘On-site Project Management’ were submitted. The large number of compliments to Corps staff is particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

The two most frequent negative comments concerned ‘Reasonable Cost’ (86 customers) and ‘Timely Service’ (73 customers). The negative comments on costs were more than twice the number received last FY (39 in FY04). Similar increases in negative comments were seen in ‘Timely Service’ (47 in FY04). The other areas of services that received a large number of negative comments were ‘Timely Construction’ (67 customers), ‘Manages Effectively’ (63) and ‘AE Contract Services’ (63). A complaint that has continued to surface concerns QA/QC services (35 customers). And for the first time, a large number of customers registered complaints about the lack of staff continuity on their projects (28 customers). This complaint had never been seen prior to FY05 and should raise a ‘red flag’ to managers since staff relations are integral to customer satisfaction. A summary of all comments is shown below. Note that the total number of comments exceeds 508 as most customers mentioned several issues. The reader will notice a much greater variety and number of specific negative comments. This is because survey participants were asked to provide explanations of any ratings they gave below ‘3’.

Table 8: Summary of Customer Comments

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	31	38	69
S2 Manages Effectively	35	63	98
S3 Treats You as Important Member of Team	39	31	70
S4 Resolves Your Concerns	41	54	95
S5 Timely Service	46	73	119
S6 Quality Product	34	45	79
S7 Reasonable Cost	16	86	102
S8 Flexible in Responding to You	27	48	75
S9 Keeps You Informed	46	48	94
S10 Your Choice for Future Work	53	50	103
S11 Overall Satisfaction	167	37	204
S12 Planning (Master, Mobiliz...)	7	10	17
S13 Investigations & Inspections (Non-Envir)	6	13	19
S14 Environmental Studies	12	8	20
S15 Environmental Compliance	11	10	21
S16 BRAC	34	3	37
S17 Real Estate	44	24	68
S18 Project Mgmt	23	37	60
S19 Project Doc's	14	41	55
S20 Funds Mgmt	31	46	77
S21 AE Contract Services	27	63	90
S22 Engineering Design Quality	19	45	64
S23 IDIQ Contracts	26	15	41
S24 Construction Quality	21	29	50
S25 Timely Completion of Construction	11	67	78
S26 Construction Turnover	9	30	39
S27 Contract Warranty Support	11	30	41
S28 End-user Satisfaction	18	18	36
S29 Maintainability of Construction	10	19	29
S30 Privatization Support	2	4	6
S31 IS Checkbook Services	9	7	16
S32 On Site Project Mgmt	73	29	102
S33 Value of S & R	14	23	37
S34 Value of S & A	15	26	41

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Comments re: Staff/Individuals	159	16	175
QA/QC	5	35	40
Staff Continuity	1	28	29
Impacts due to COE Policy/Org	0	23	23
Staff Overloaded/ Project Understaffed	0	18	18
Mod's (Costs/Timeliness)	0	18	18
Improvement in Service	16	1	17
Design-Builds	3	12	15
Customer Focus	8	4	12
Improvement in Service	9	2	11
Contracting	5	6	11
Small project work	1	10	11
Project Closeout	0	10	10
Lessons Learned	2	7	9
Customer Survey	7	1	8
Year-end work	4	4	8
AE Accountability	0	8	8
Control/Oversight of AE	0	8	8
COE Accountability	0	7	7
Meeting Customer Requirements	2	4	6
Meet Budget	2	4	6
'One Door to Corps'	1	5	6
Cost Estimating	0	5	5
OH Charges	0	5	5
HVAC	0	5	5
O&M Services	2	2	4
SBA/8A Contract Services	0	4	4
SOW/Bid Package	0	4	4
Prefer Other Provider (NAVFAC, etc)	0	4	4
Charettes	3	0	3
Forestry Services	3	0	3
Impacts due to DA Transformation	0	3	3
Upper Mgmt Support	0	3	3
Cost Detail	0	3	3
Line Item Review	2	0	2
Legal Services	1	1	2
Roof Construction	0	2	2
As-Builts	0	2	2
Fuels Expertise	0	2	2

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Frequency of Site Visits	0	2	2
Environmental Services	1	0	1
RCI	1	0	1
Dredging services	1	0	1
RPX Process	0	1	1
Value Engineering	0	1	1
Consistency of Service	0	1	1
Electrical Work	0	1	1

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. ‘Other’), primary work category (Construction vs. Environmental vs. ‘Other’) and ratings by MSC⁵.

§3.1 Ratings by Customer Group

The objective of the first analysis is to compare customer satisfaction ratings for three major customer groups: Air Force, Army, and ‘Other’ where ‘Other’ includes Other DoD and IIS customers. Statistical and graphic comparisons were performed to detect differences among the customer groups for all satisfaction indicators and to determine whether any of these differences are statistically significant. Ratings among the customer groups were very comparable for the general satisfaction indicators however differences in ratings are seen among the specific services areas. Although in most cases these differences are not large enough to be statistically significant, Corps management should consider whether the differences are of practical significance. Extreme differences in ratings were found for ‘AE Contract Services’, ‘Engineering Design’, and ‘Maintainability’. In each case ratings provided by the Army customer group were statistically significantly lower than one or more of the other three groups. These results represent a departure from previous years in that subgroup ratings have become more homogeneous. In previous years ‘Other’ customers were uniformly the most satisfied followed by Air Force. Army customers have been consistently the least satisfied. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability (in some cases decreases) in Air Force scores. There were eight service areas in which statistically significant differences were found in FY04, most were construction services. A detailed table presenting mean Air Force, Army, and ‘Other’ item scores and sample sizes is located in Appendix Table C-3.

Table 9: Summary of Ratings by Customer Group FY05

<u>Item</u>	<u>Statistically Significant Differences</u>
S21 A/E Contracts	Other > Air Force
S22. Engineering Design	Other > Army, Air Force
S29 Maintainability	Other > Army

⁵ The results of this analysis are not included in this report.

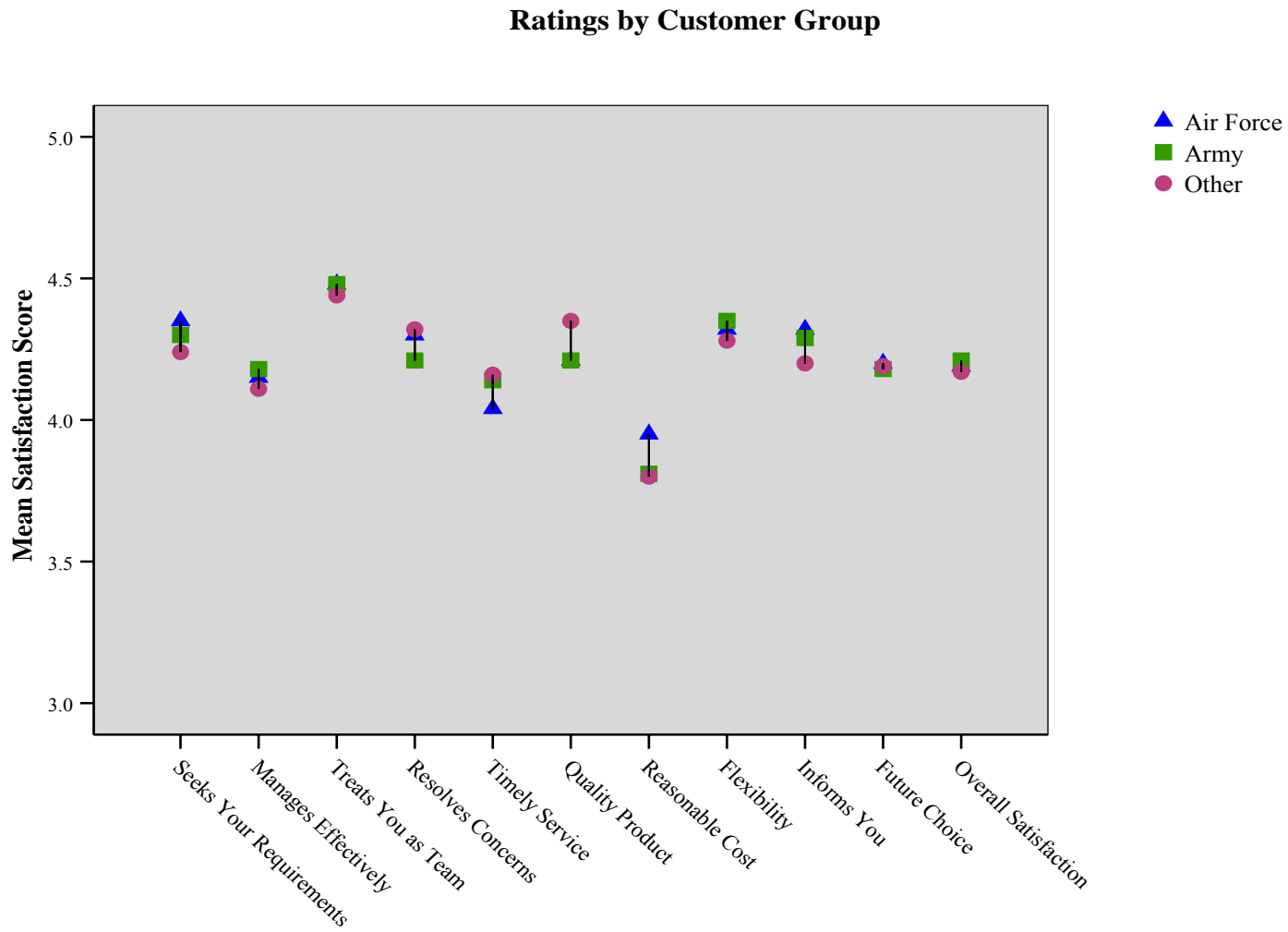
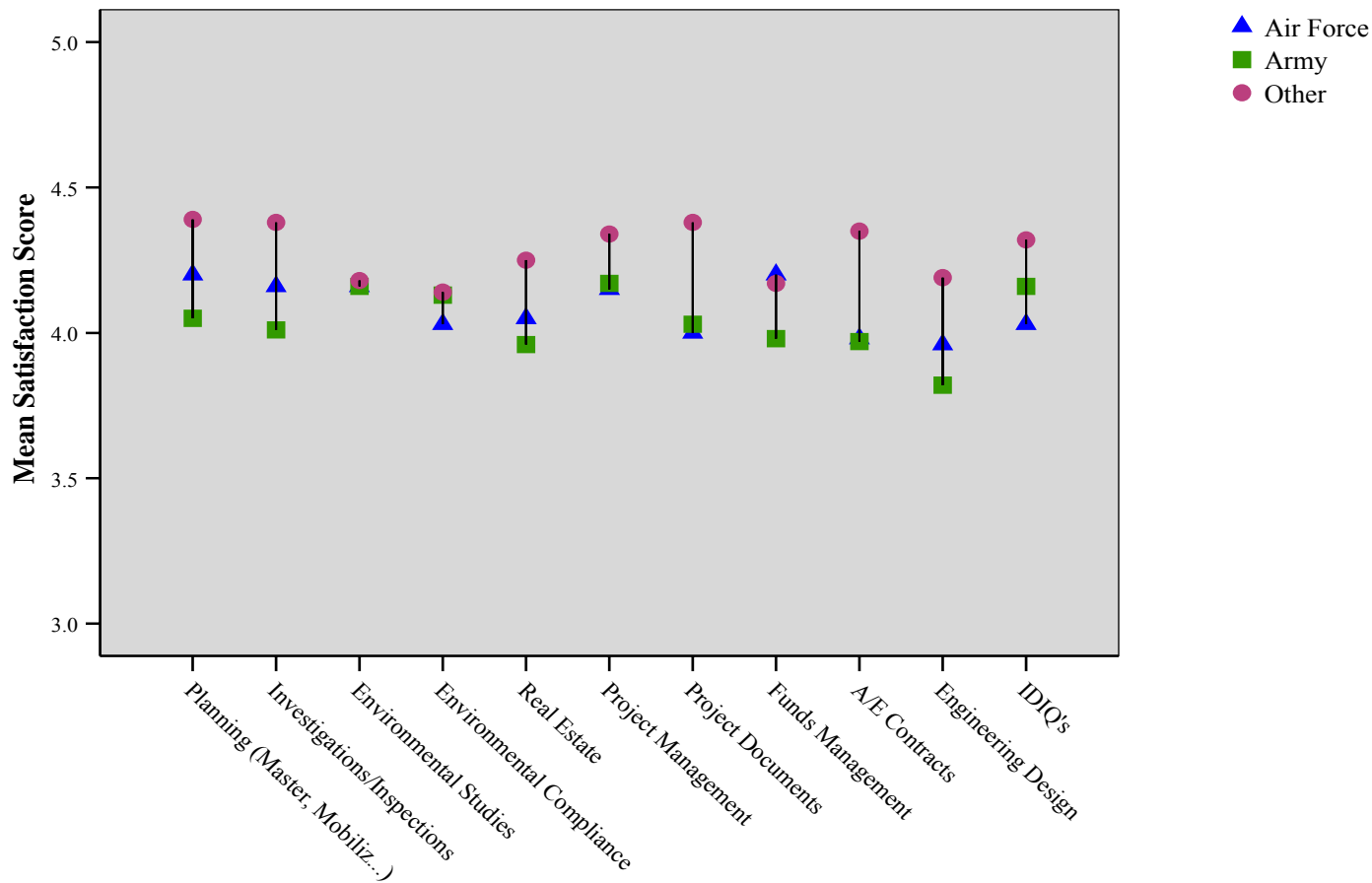
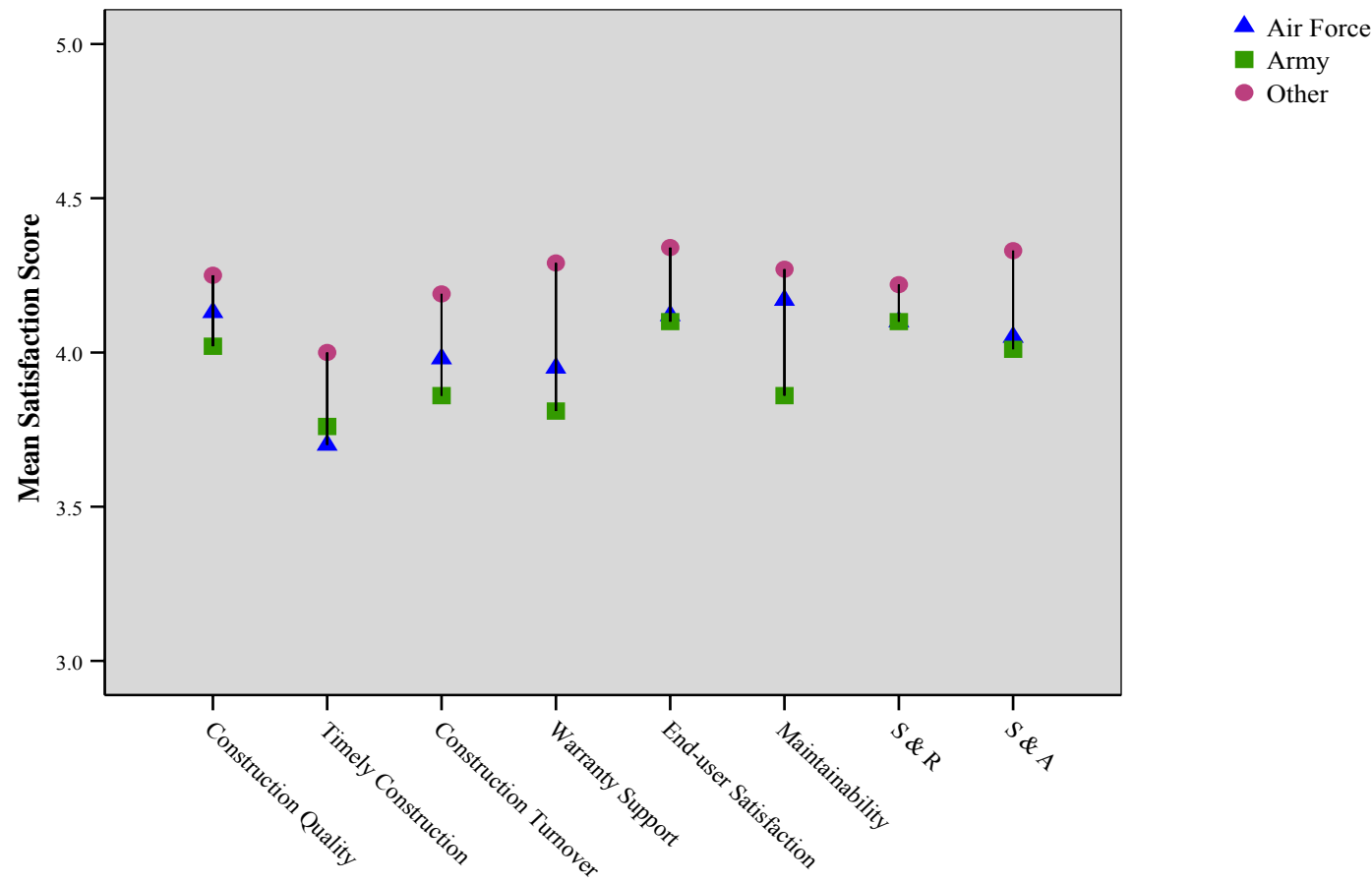


Figure 6: Ratings by Customer Group

Ratings by Customer Group



Ratings by Customer Group



3.2 Ratings by Primary Category of Work

Comparisons of ratings of Construction vs. Environmental vs. ‘Other’⁶ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: ‘Project Management’ and ‘Funds Management’, ‘A/E Contracts’, ‘IDIQ Contracts’, ‘Value of S&R’ and ‘Value of S&A’. A very clear pattern emerges in these comparisons and is illustrated in the graphs below. Environmental customers were consistently the most satisfied and Construction the least satisfied. Additionally these differences were large enough to be statistically significant at $\alpha = .05$ for almost every satisfaction indicator. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In several cases Other customer ratings were significantly higher than Construction. These results are completely consistent with previous years. Recall that Construction customers comprise 55 percent of the customer base, Environmental 16 percent and Other 29 percent. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

Table 10: Summary of Ratings by Work Category FY05

<u>Item</u>	<u>Statistically Significant Differences</u>
S1 Seeks Your Requirements	Environmental > Construction, Other
S2 Manages Effectively	Environmental > Construction, Other Other > Construction
S3 Treats You as Team Member	Environmental > Construction, Other
S4 Resolves Your Concerns	Environmental > Construction, Other
S5 Timely Service	Environmental > Construction, Other Other > Construction
S6 Quality Product	Environmental, Other > Construction
S7 Reasonable Cost	Environmental > Construction, Other Other > Construction
S8 Displays Flexibility	Environmental > Construction, Other
S9 Keeps You Informed	Environmental > Construction
S10 Your Future Choice	Environmental, Other > Construction
S11 Overall Satisfaction	Environmental > Construction, Other Other > Construction
S18 Project Management	Environmental > Construction, Other
S20 Funds Management	Environmental > Construction, Other
S33 Value of S&R	Environmental > Construction, Other
S34 Value of S&A	Environmental > Construction

⁶ Customers that checked the ‘Other’ area of services wrote services such as ‘Project management’, ‘Design’, ‘Planning’ or a combination of the listed service areas.

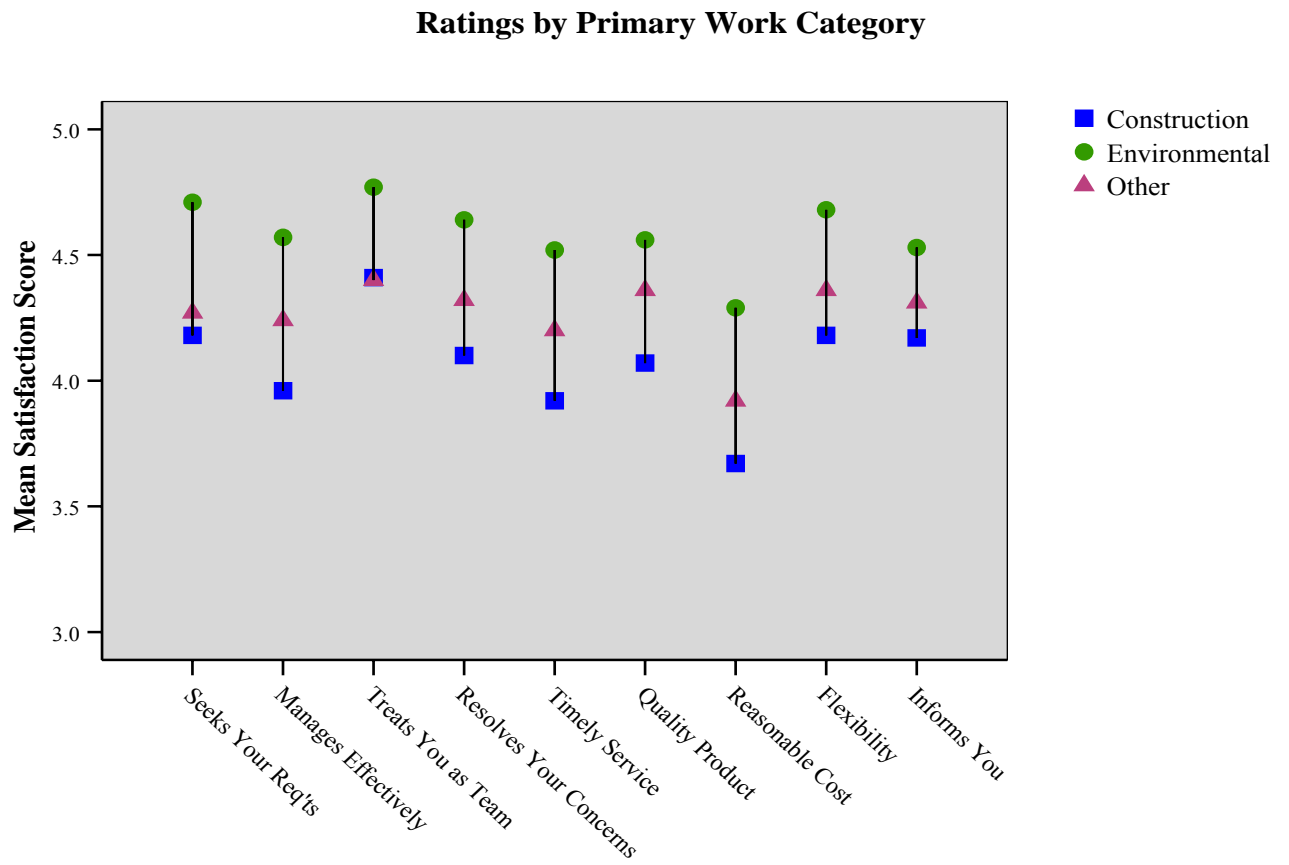
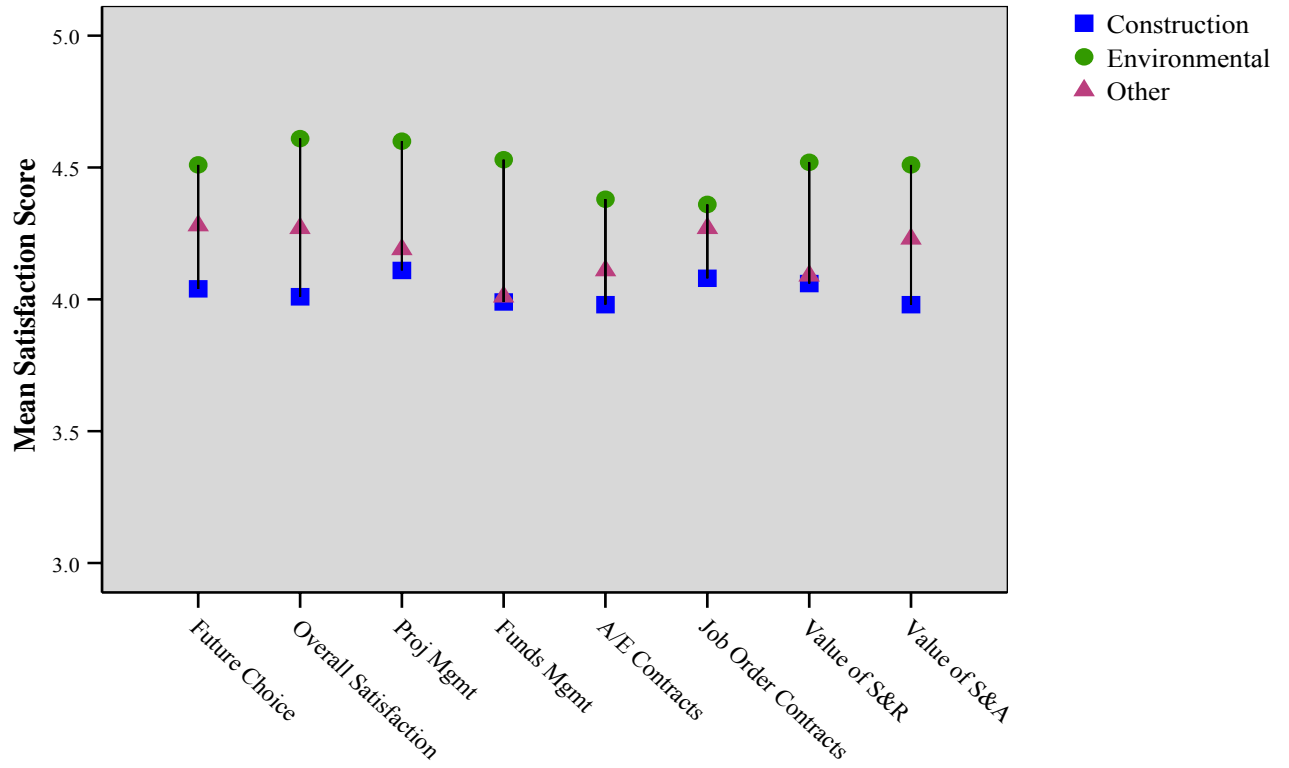


Figure 7: Ratings by Category of Work

Ratings by Primary Work Category



3.3 Nine-Year Trends by Customer Group

The Corps Military Customer Satisfaction Survey has been administered for a total of eleven years. However, the following analysis tracks only the past nine-years in customers' assessment data. As stated earlier, ratings were calculated by weighting responses by organization. Customer organization data was not available for fiscal years 1995-96. The analysis juxtaposes the trends in Air Force, Army and 'Other' customer ratings over time. The 'Other' group represents IIS and 'Other DoD' responses combined. This analysis summarizes up to 1,787 Air Force customer responses, 2,716 Army and 1,227 'Other' responses. The number of surveys received by customer group by year is displayed below. The numbers of actual valid responses vary by item. Additional demographic information, such as the number of responses by Division and District by year, is shown in Appendix C, Tables C-5 and C-6.

Table 11: Number of Responses by Customer Group & Survey Year

Survey Yr	Air Force	Army	Other	Total
FY97	241	327	158	726
FY98	193	347	155	695
FY99	189	414	142	745
FY00	185	305	101	591
FY01	204	228	85	517
FY02	190	251	130	571
FY03	179	249	136	564
FY04	194	261	171	626
FY05	212	334	149	695
Total	1787	2716	1227	5730

Results show that in general, there has been a gradual upward trend over the previous nine years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a decline for FY03 but seemed to have recovered in FY04 and increasing or stable in FY05.

Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. Army customers are the only group that showed improved ratings in every service area this year. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers.

An unusual pattern is apparent among many satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item

displays a consistent pattern (increasing/decreasing/stable) over time. Customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Hence, the declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Several services displayed a decline in ratings in FY05. They included 'Environmental Compliance', 'Project Documentation', 'Privatization Support', 'AE Contract Services' and 'Construction Turnover'. The decline was particularly sharp in the first three of these services. One area that warrants monitoring is 'On-Site Project Management' (added to the survey in FY01). For the first four years there has been a consistent downward trend among Air Force customers. FY05 results were essentially the same as last FY. Whether this represents a reversal of the downward trend remains to be seen.

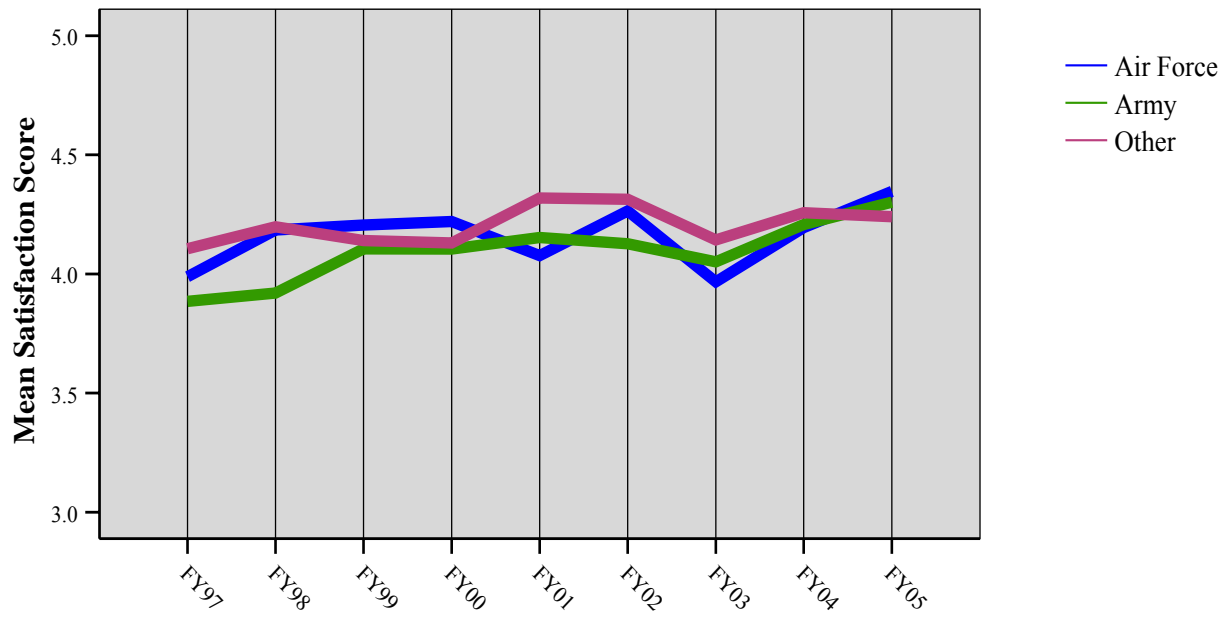
The pattern of ratings for the 'Other' customers is comparable to Army customers except that ratings for 'Other' customers began at a much higher level than Army. Further, in FY00 'Other' customer ratings fell noticeably for almost all items. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. (The exception is in the area of 'Funds Mgmt' where the decline was more noticeable.) Three service areas showed a small decline in FY05. They included 'Delivers Products at Reasonable Cost', 'Environmental Studies' and 'Environmental Compliance'. In summary mean ratings for 'Other' customers began and remain consistently higher than Air Force and Army ratings.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown little improvement until this year. 'Warranty Support' ratings improved for Army and 'Other' customers. This service is still rated lowest by Army customers at a mean of 3.81 but this represents a fairly significant improvement over FY04. Air Force ratings of 'Warranty Support' are unchanged from last FY.

Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the three customer groups separately. These graphs are available on the ftp site: <ftp://ftp.sam.usace.army.mil/pub/Peterson/>. Simply 'CTRL-Click' or copy and paste this link into your web browser and select the file corresponding to the customer group you'd like to view or you may contact the author of this report for assistance.

General Satisfaction Items

S1: Seeks Your Requirements



S2: Manages Effectively

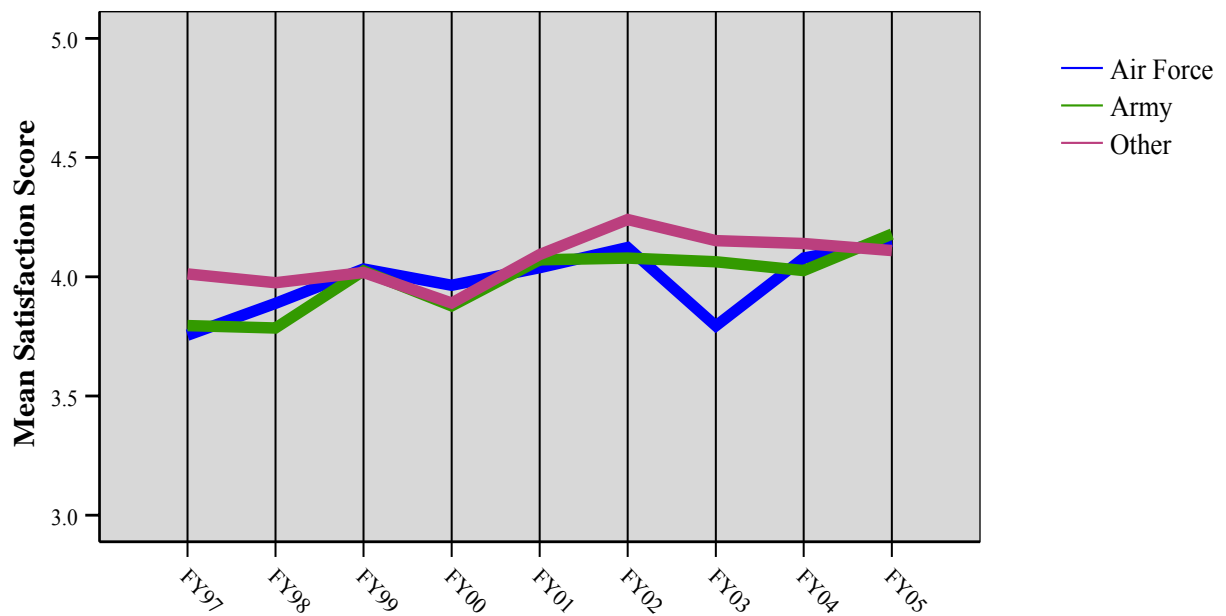
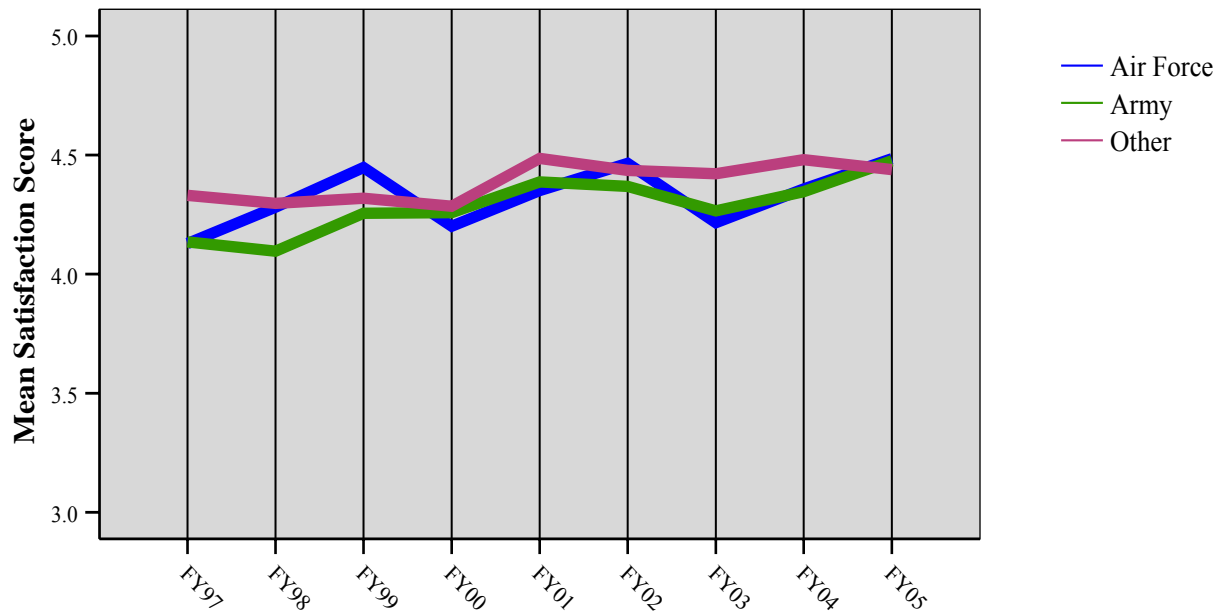
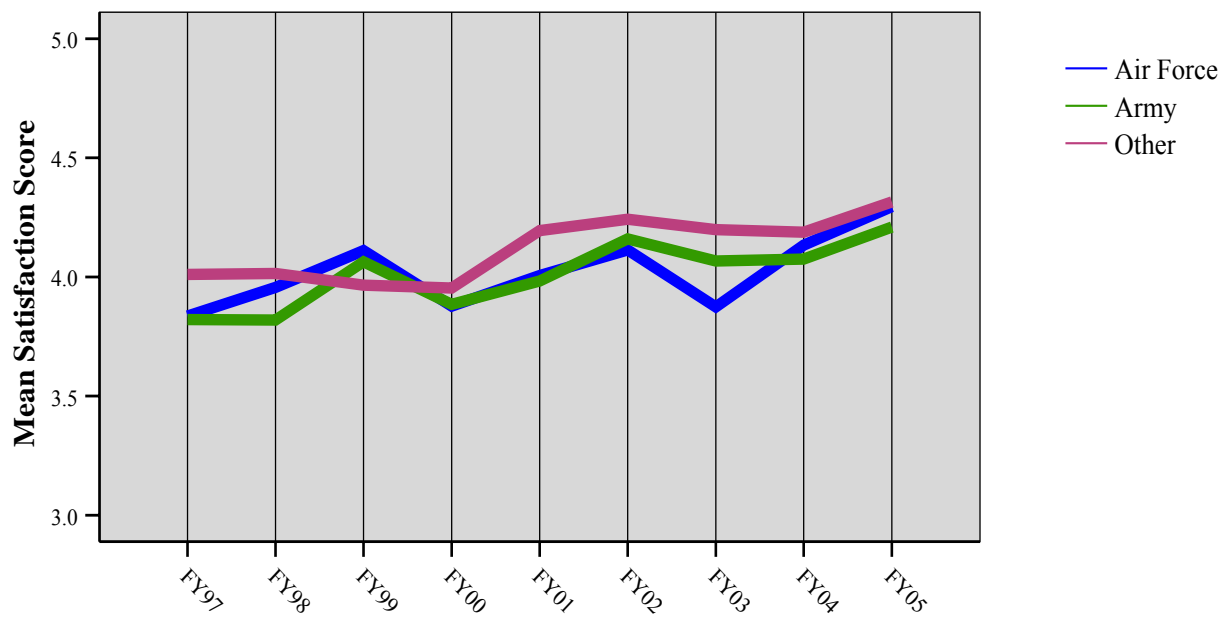


Figure 8: Trends by Customer Group

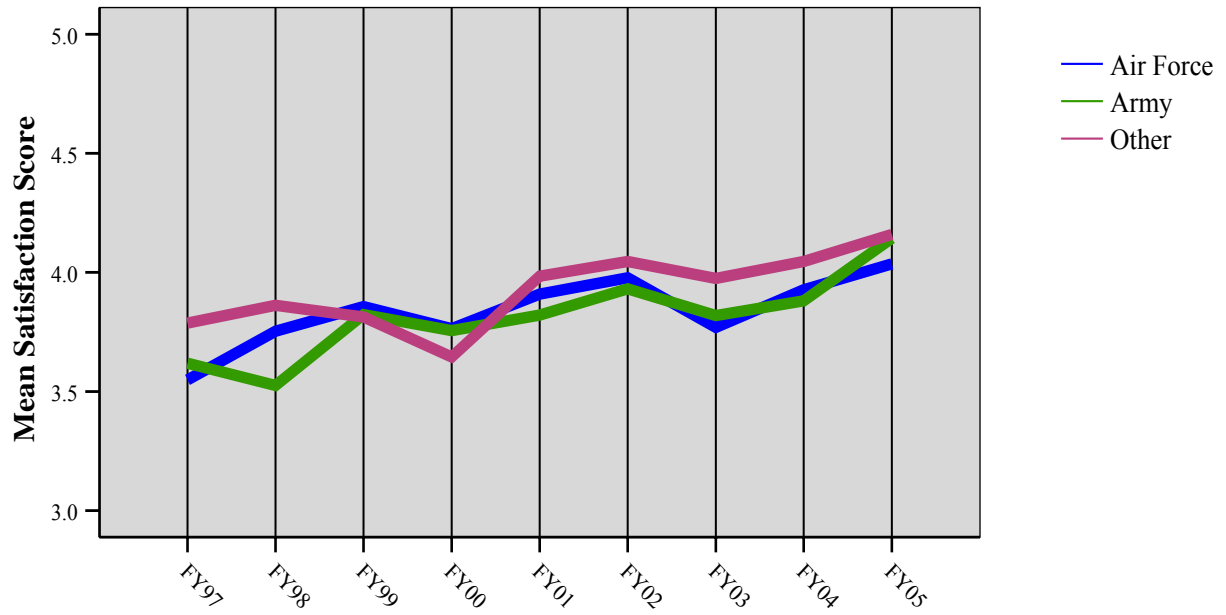
S3: Treats You as Team Member



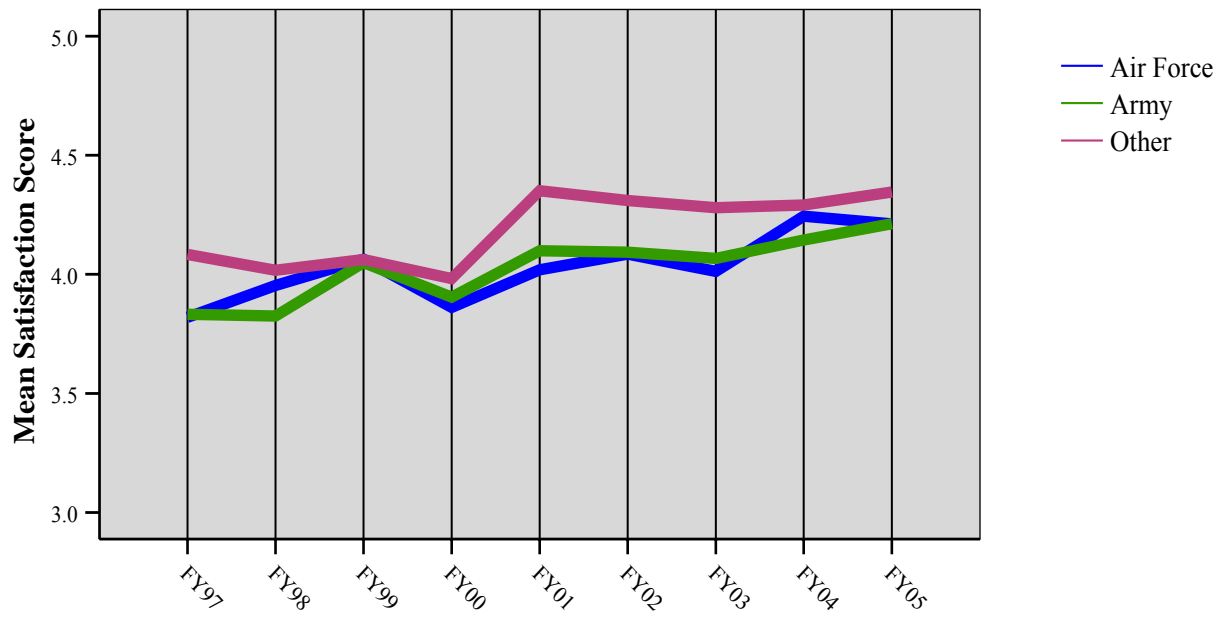
S4: Resolves Your Concerns



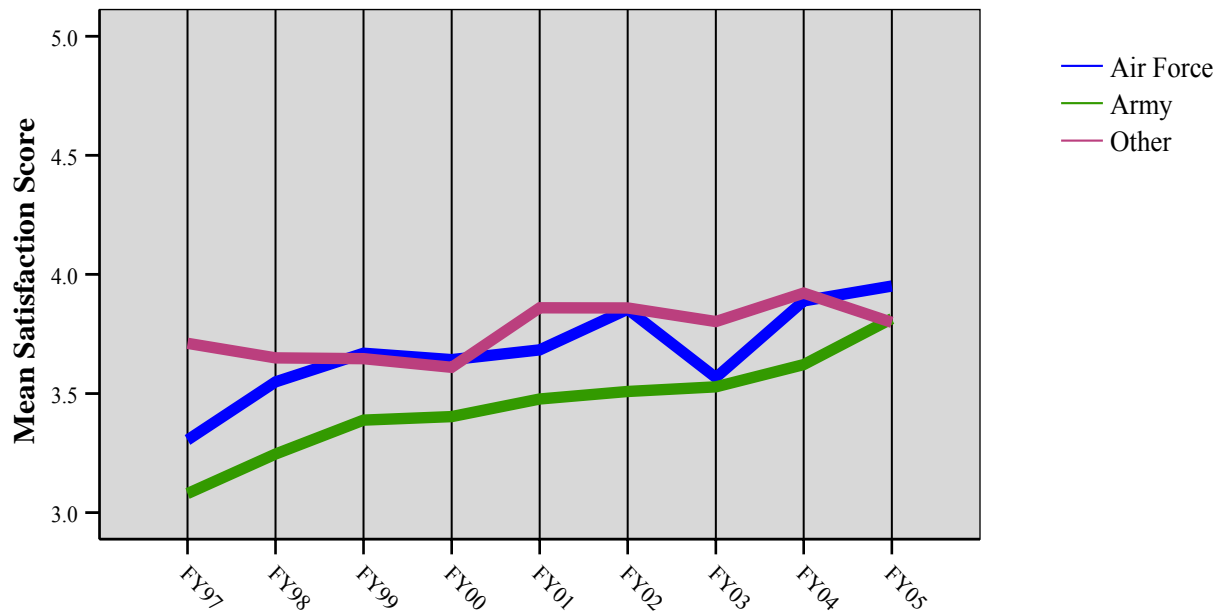
S5: Provides Timely Services



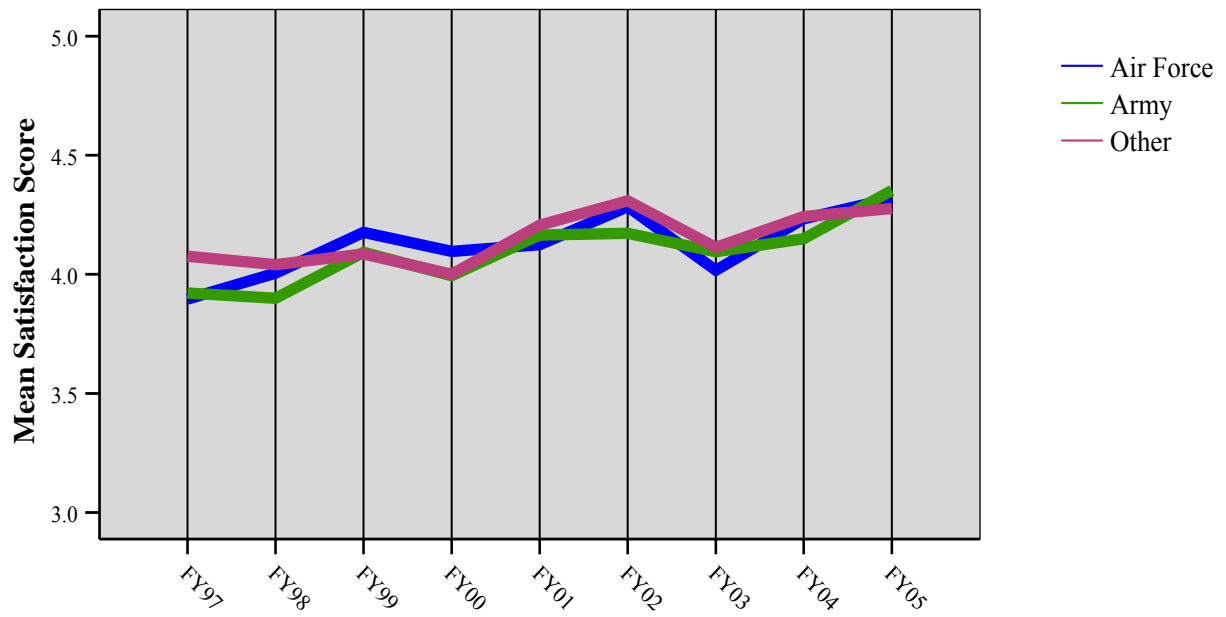
S6: Delivers Quality Products



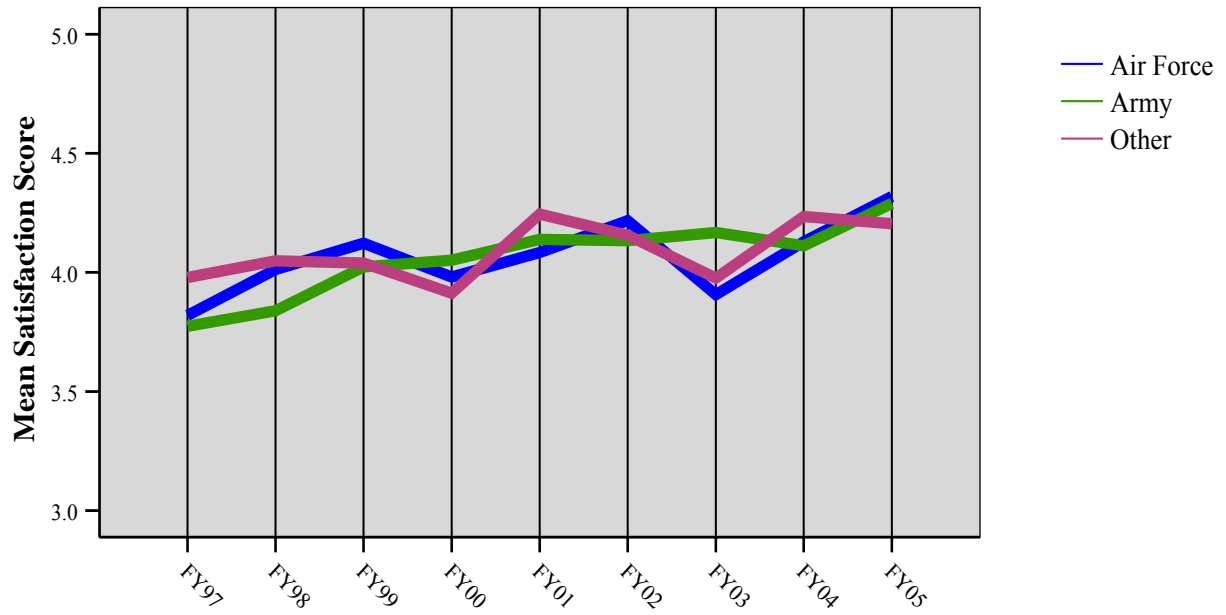
S7: Products at Reasonable Cost



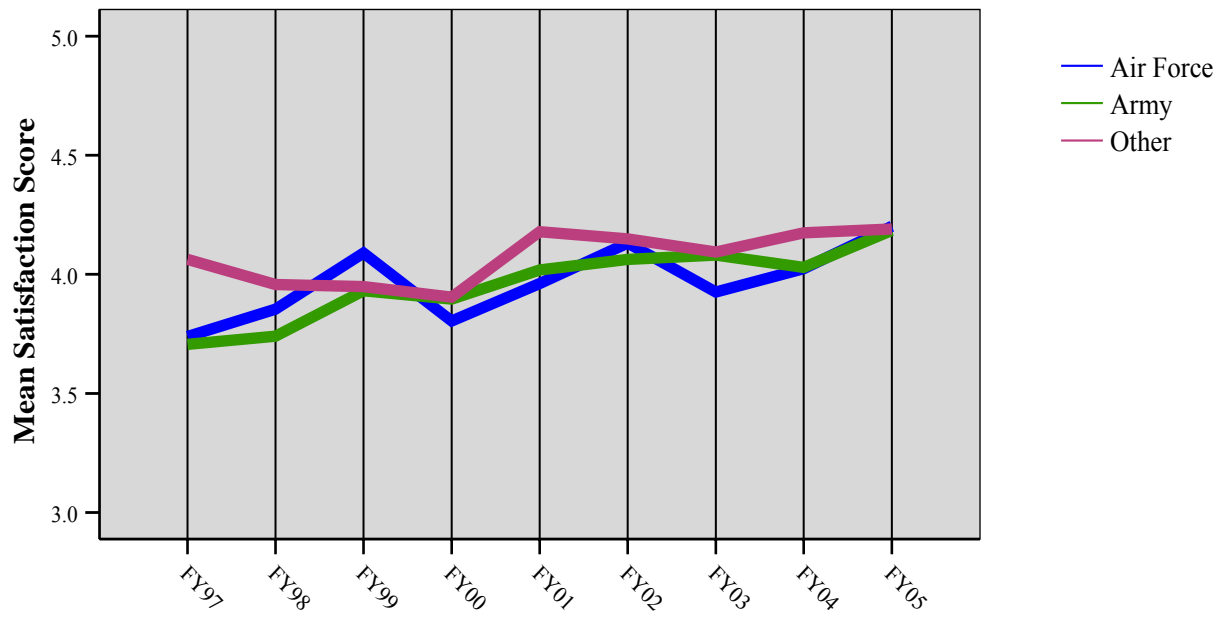
S8: Flexible to Your Needs



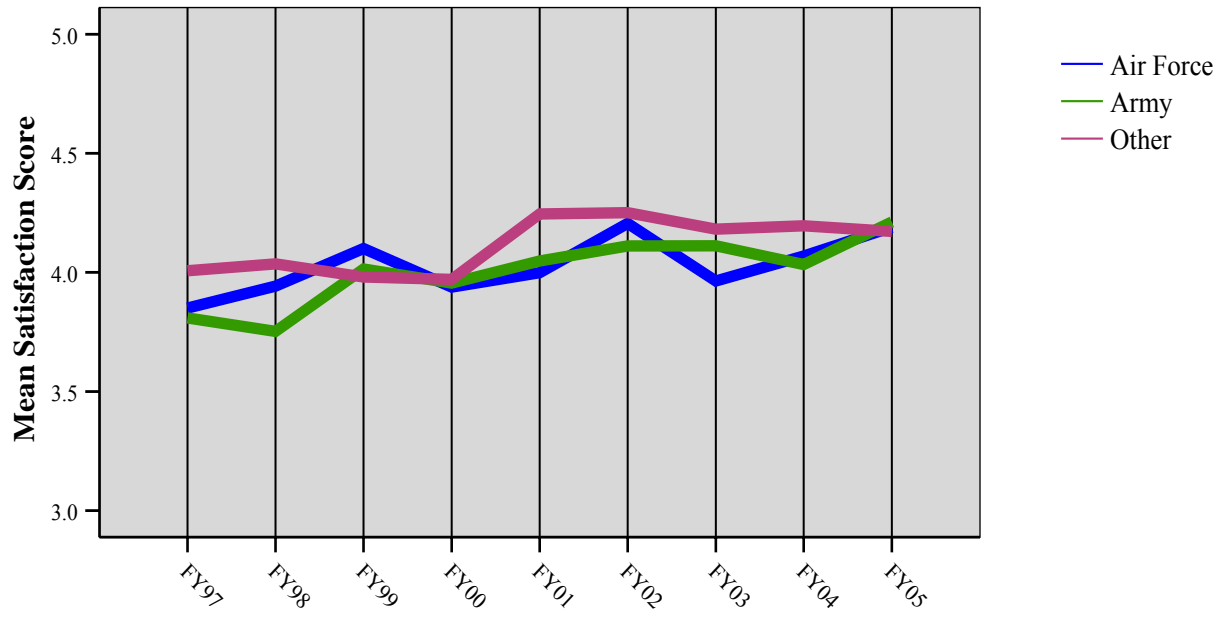
S9: Keeps You Informed



S10: Your Choice in the Future

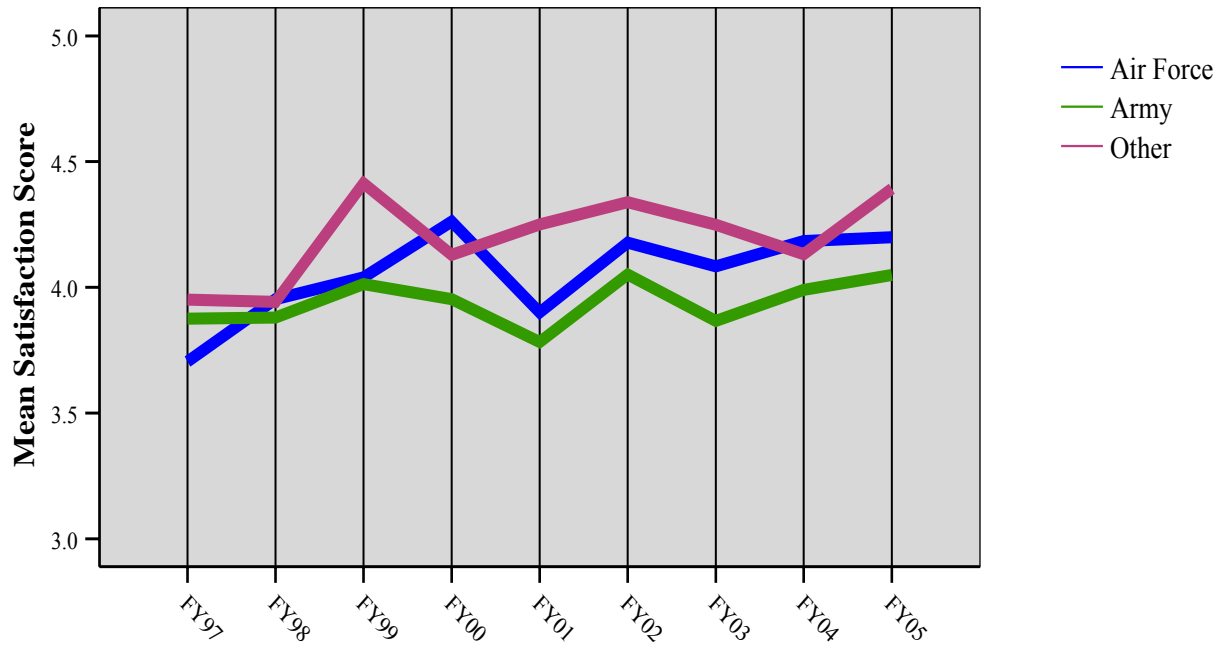


S11: Your Overall Satisfaction

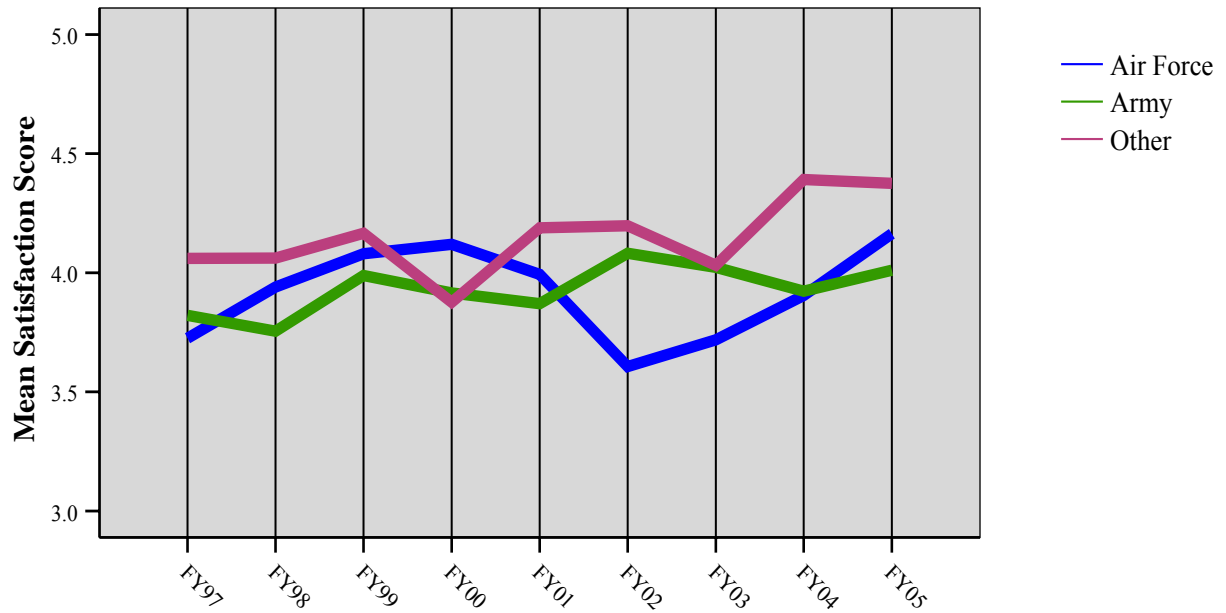


Specific Services

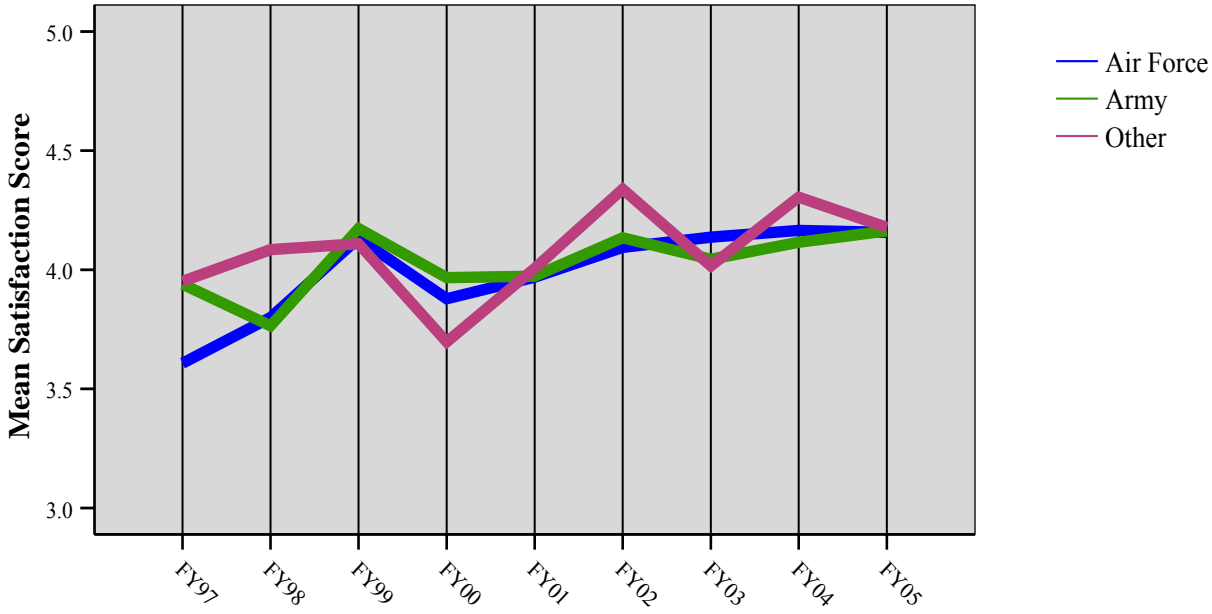
S12: Planning (Master, Mobilization...)



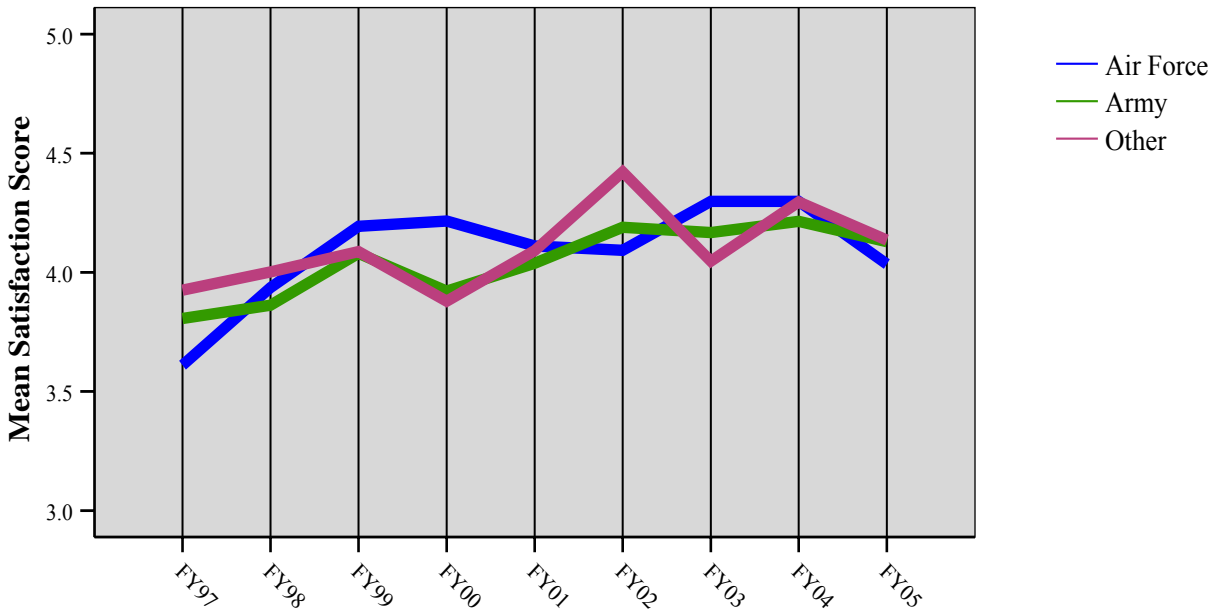
S13: Investigations/Inspections (Non-Envir)



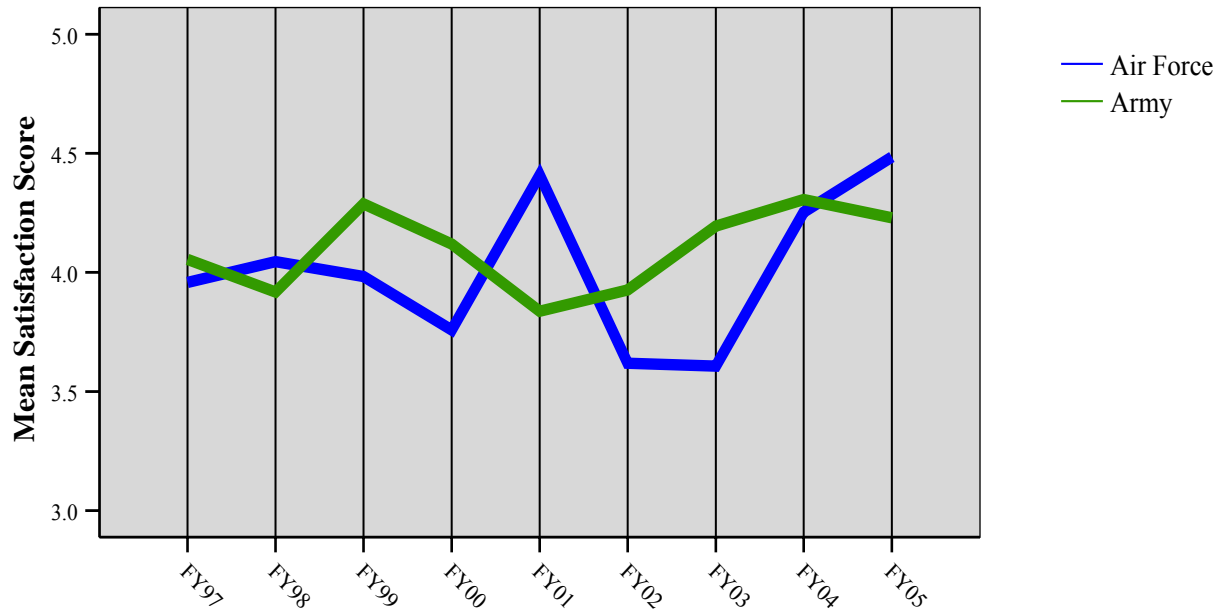
S14: Environmental Studies



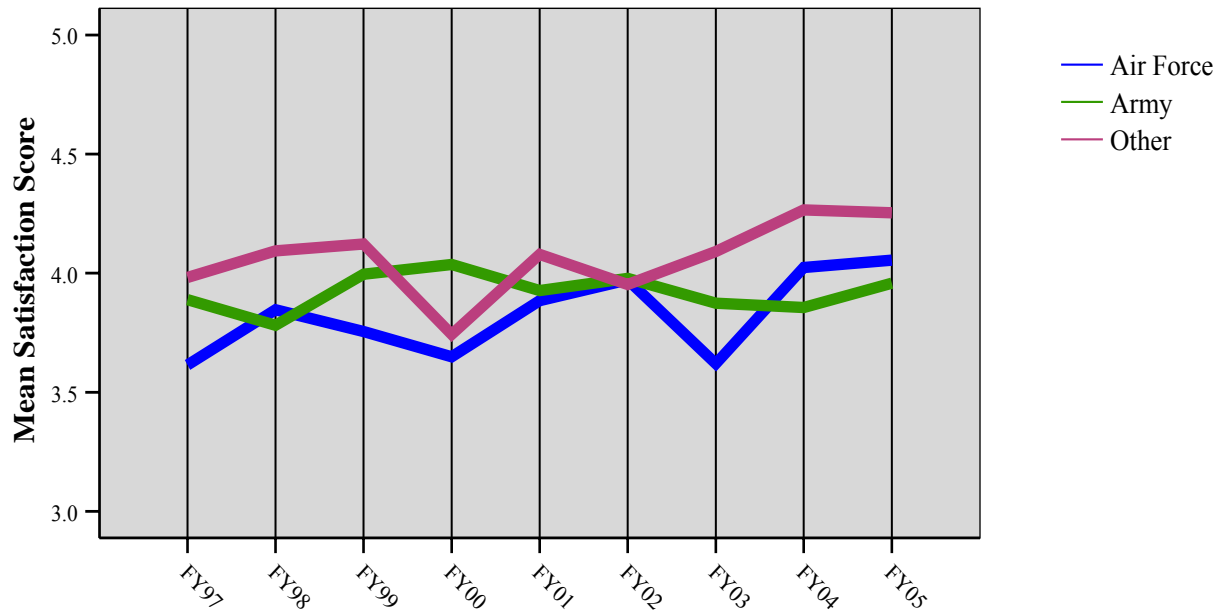
S15: Environmental Compliance



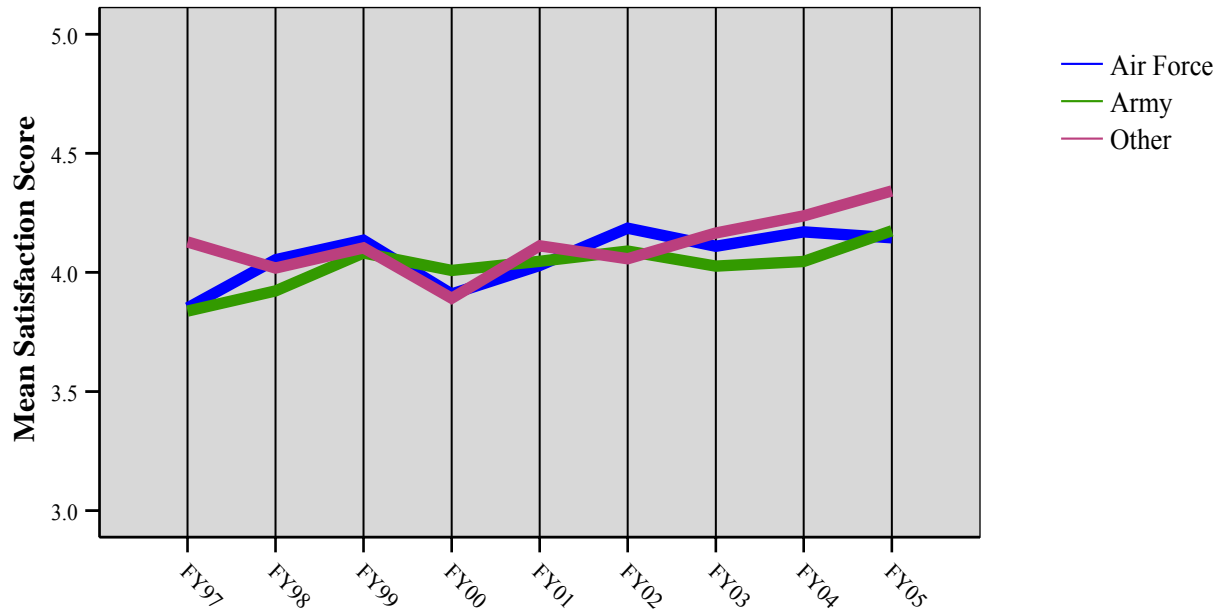
S16: BRAC



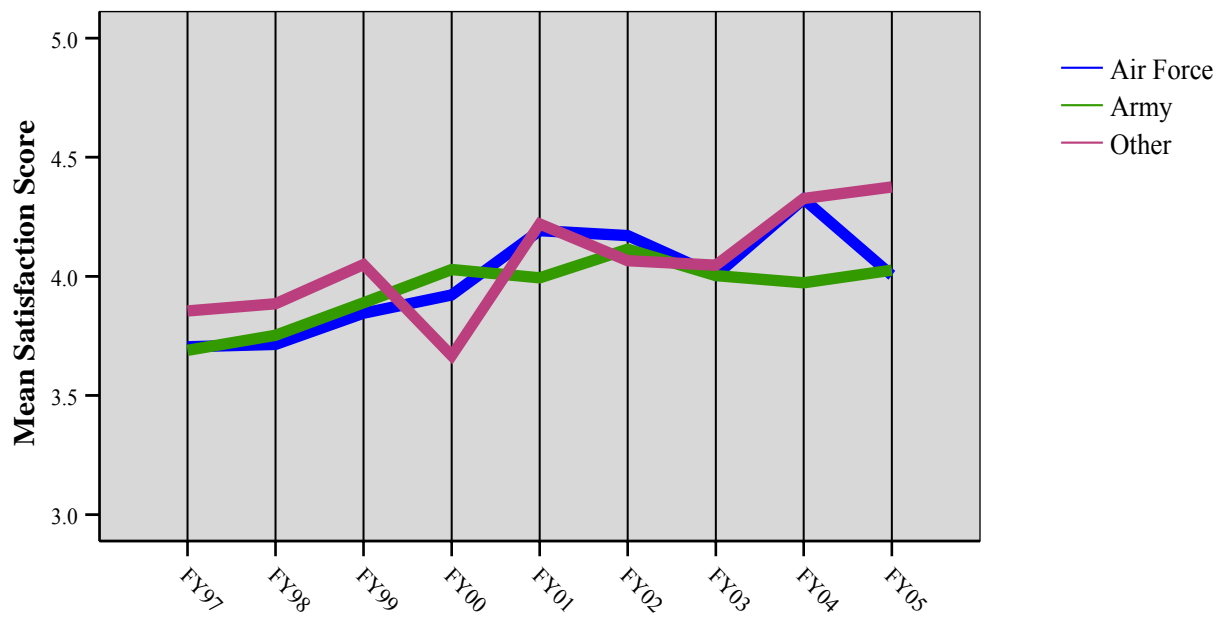
S17: Real Estate Services



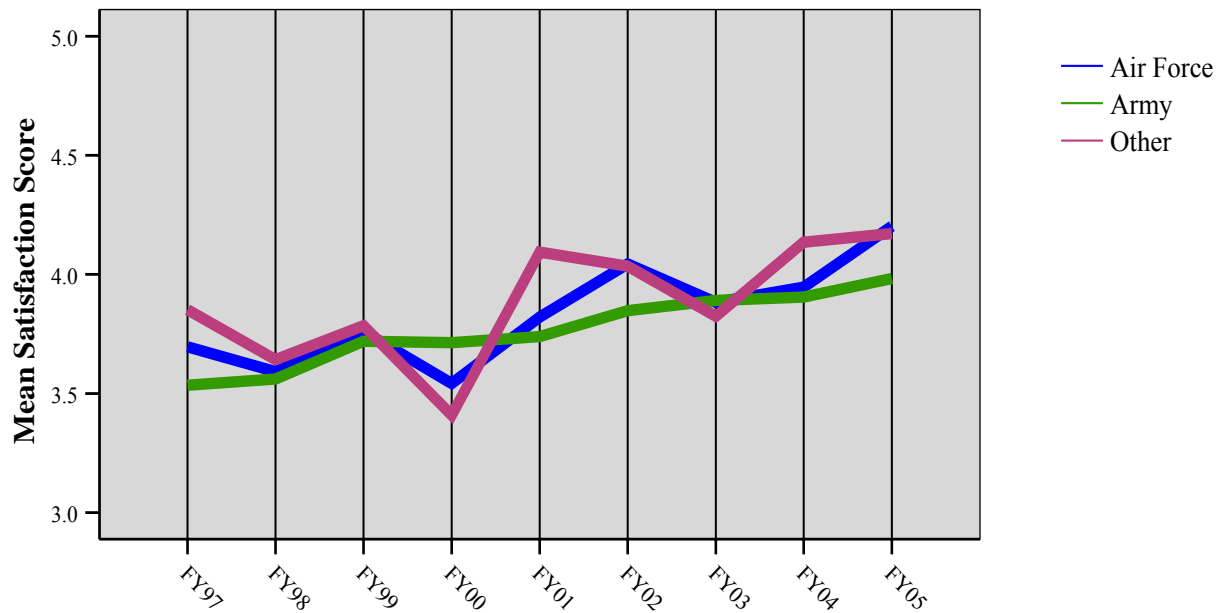
S18: Project Management



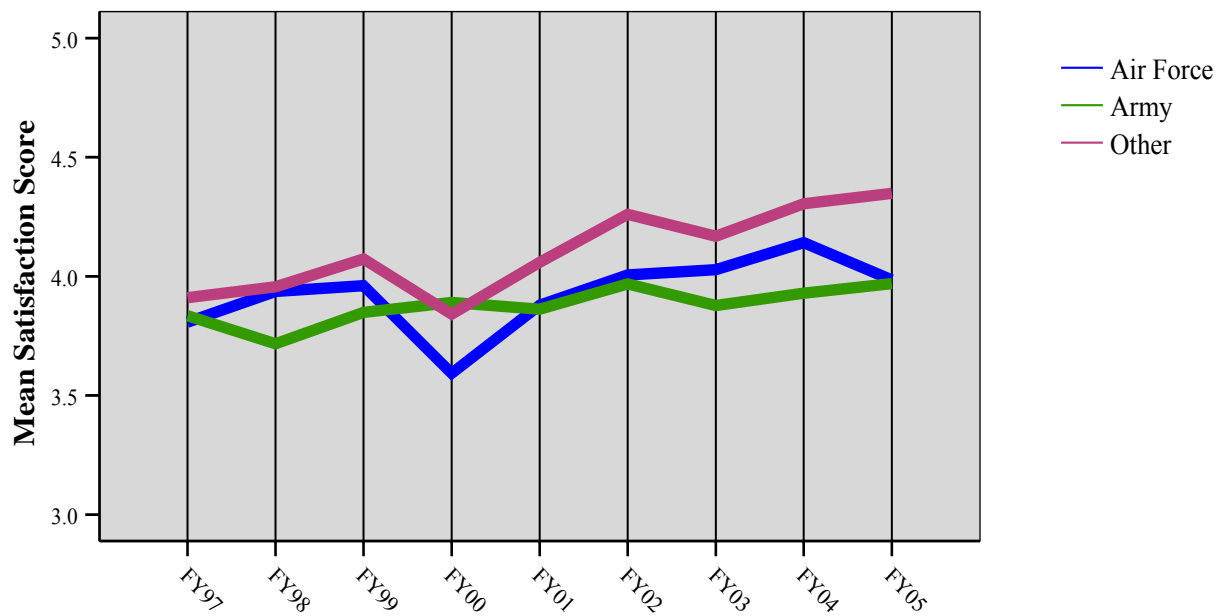
S19: Project Documentation (1354's, 1391's...)



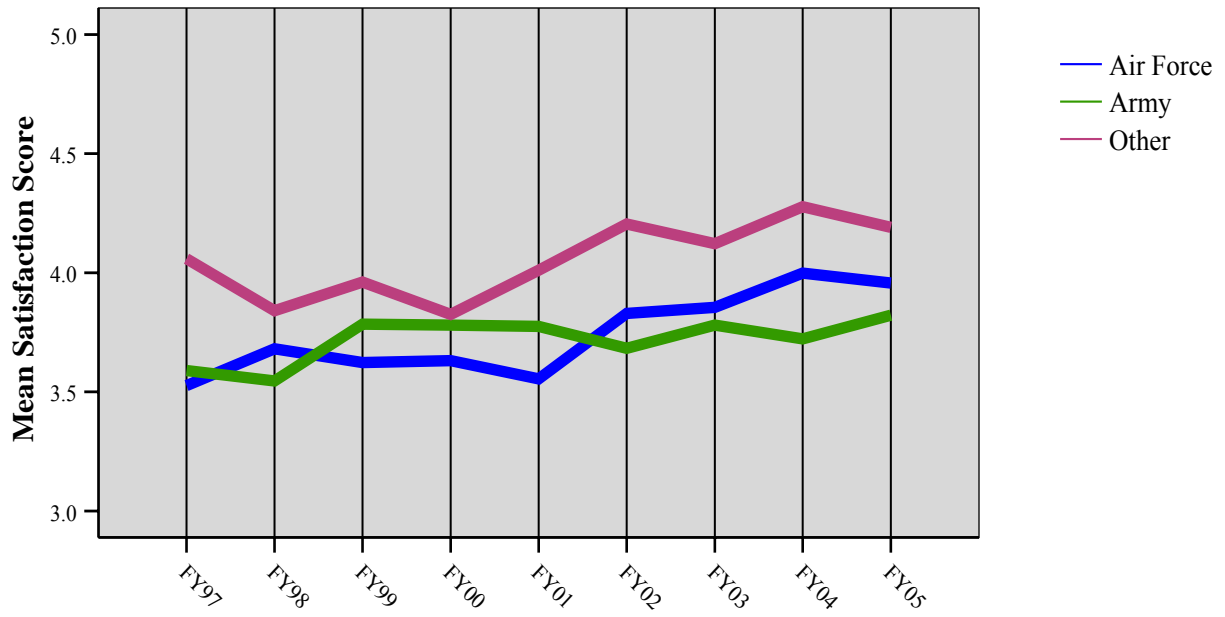
S20: Funds Management



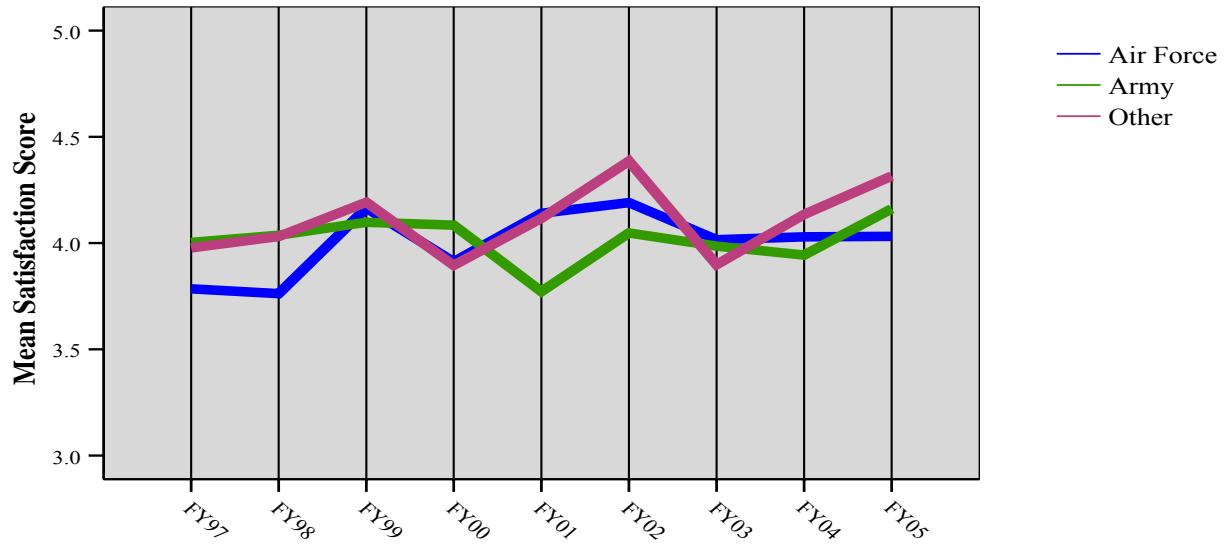
S21: A/E Contract Services



S22: Engineering Design Quality

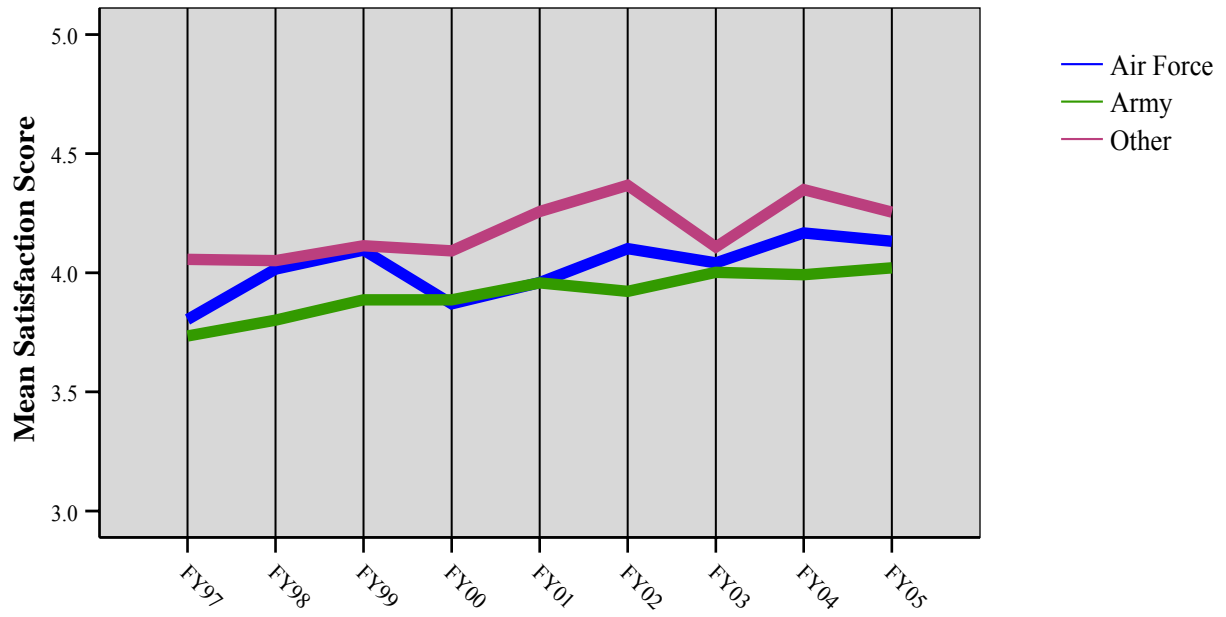


S23: JOC/IDIQ Contracts

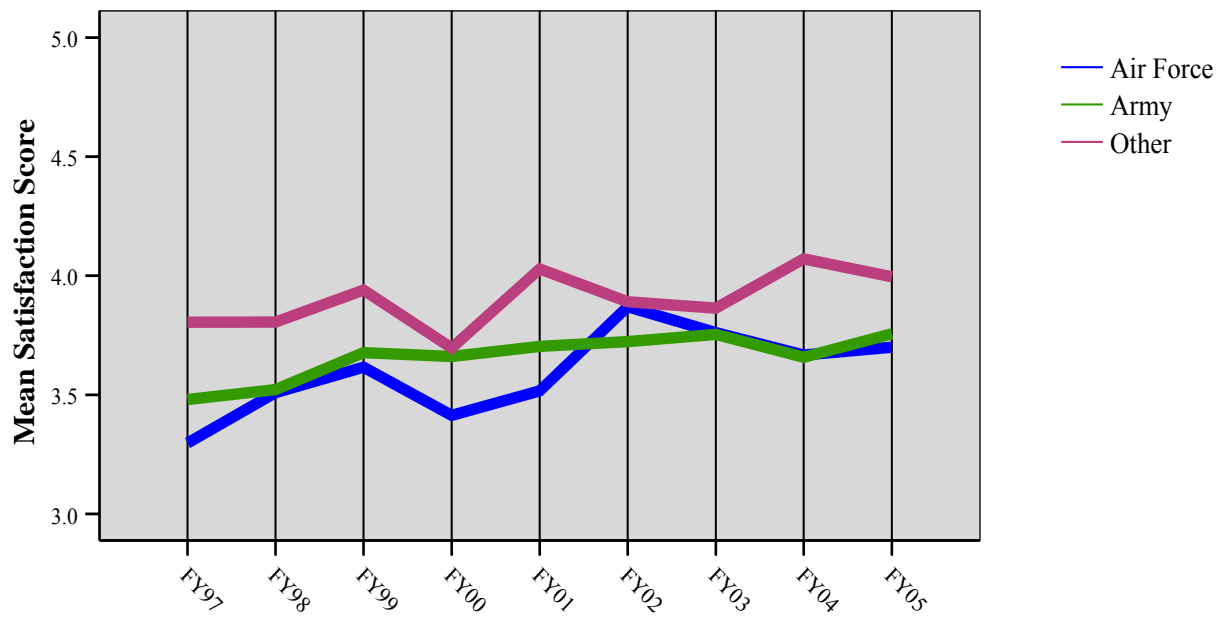


JOCs rated FY97-04; IDIQs rated FY05

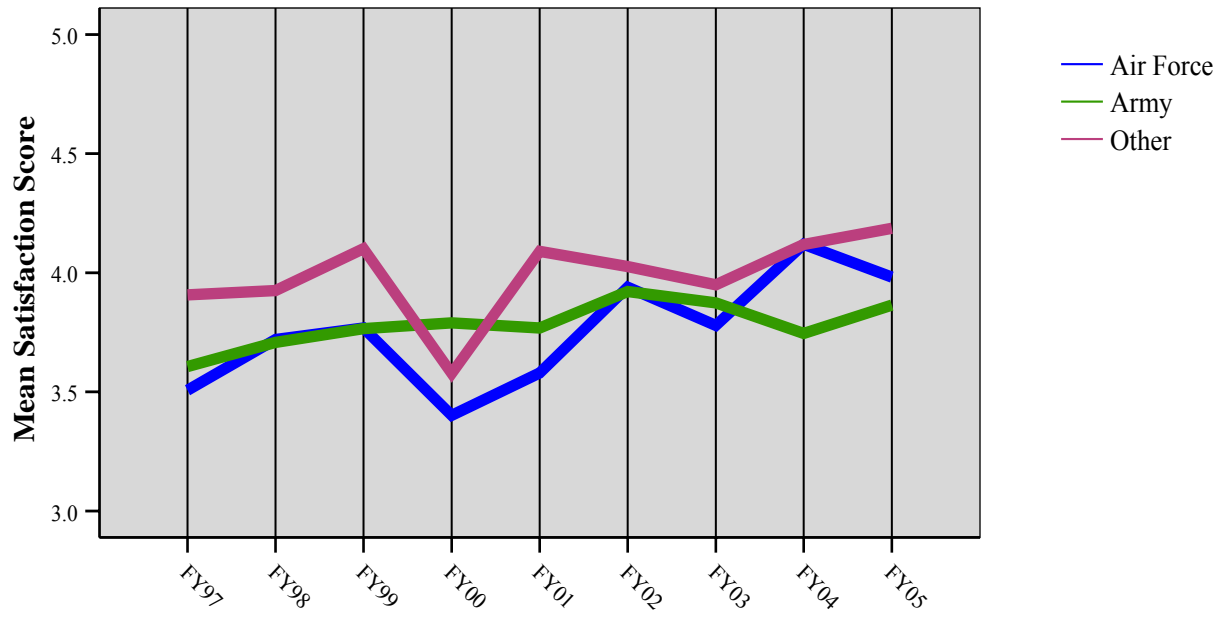
S24: Construction Quality



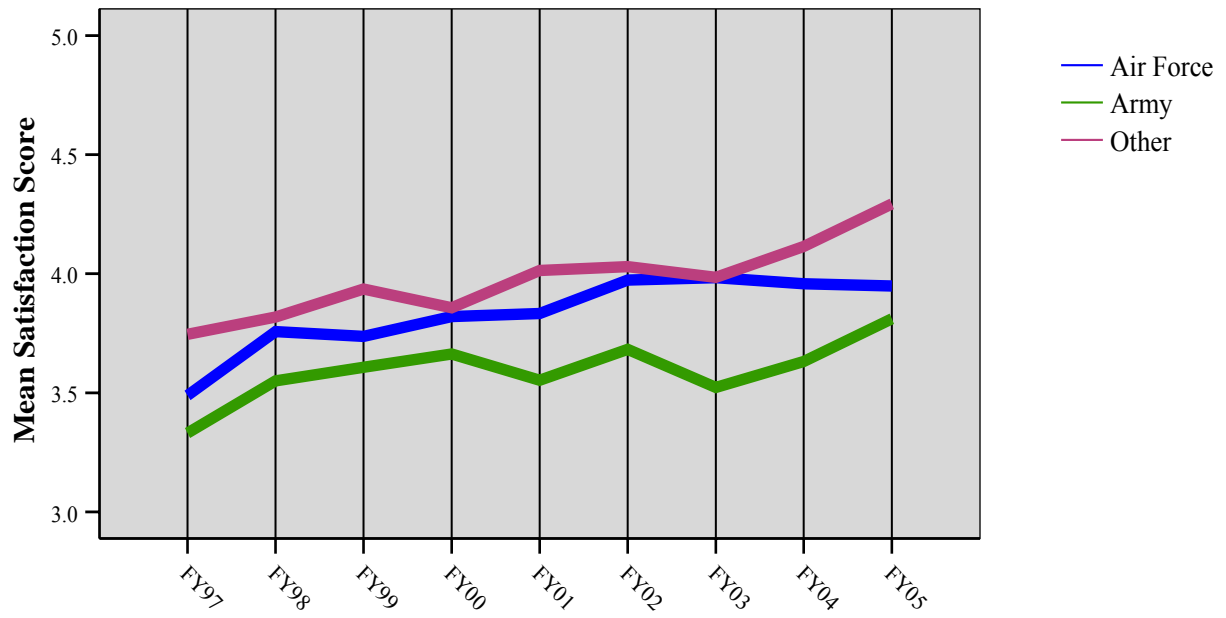
S25: Timely Construction



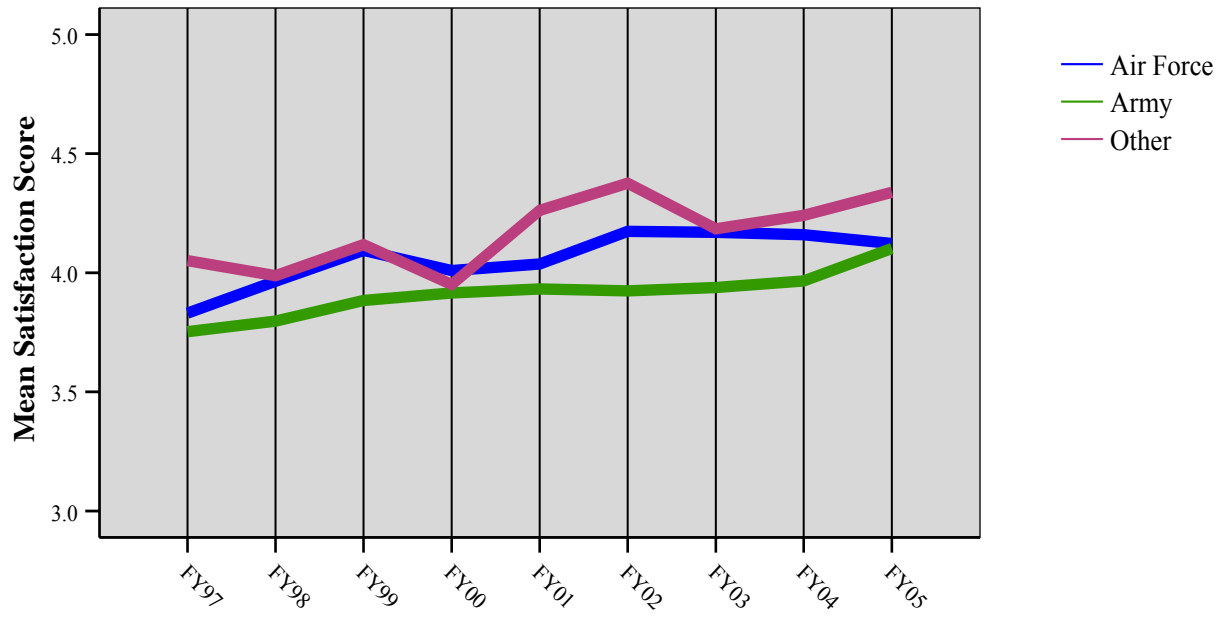
S26: Construction Turnover



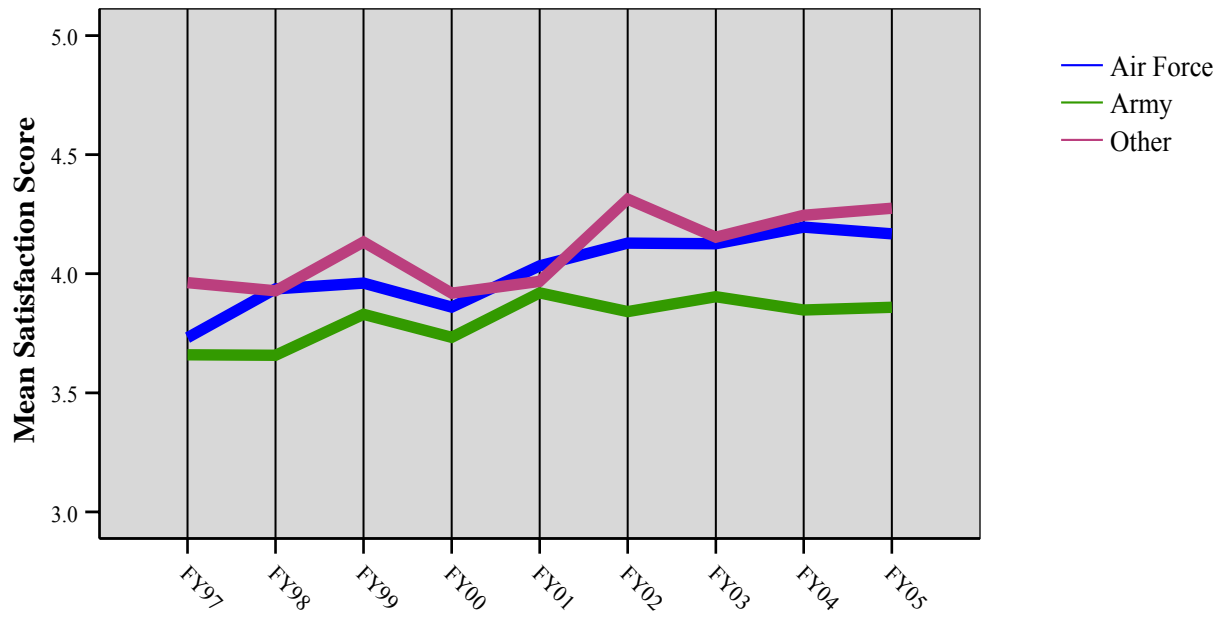
S27: Contract Warranty Support



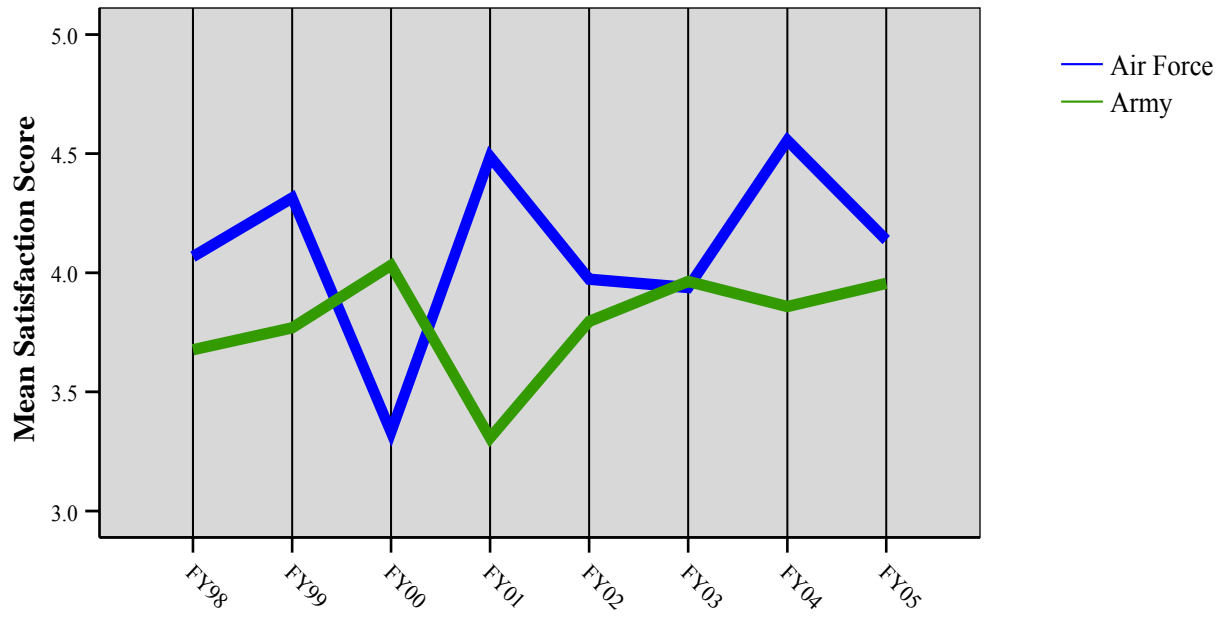
S28: End-User Satisfaction



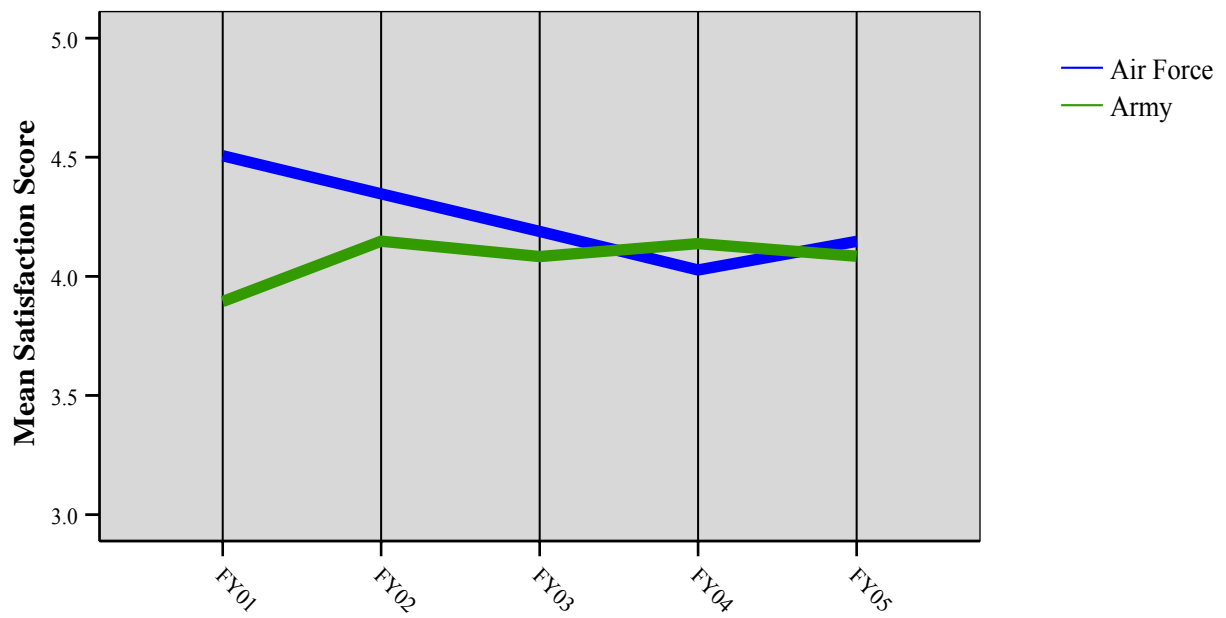
S29: Construction Maintainability



S30: Privatization Support



S32: On-Site Project Mgmt



§4. CONCLUSION

A total of 695 customers participated in the FY05 survey. The corps-wide response rate was 55.3% for an estimated sampling error of +/- 2.5%. Response rates varied greatly among districts, ranging from a low of 30% for New York District to as high as 100% for Tulsa District. The districts serving the largest populations of Military Program customers saw response rates in the 40-60% range.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS⁷ customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint Commands, DODEA, DECA, USMILGP's, etc. IIS customers include organizations such as EPA, DHS, USGS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY05 sample at 48 percent followed by Air Force (31%), 'Other DoD' (14%) and IIS (8%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (44 customers) and ACC and AFMC (34 customers each). The commands specified by the 79 customers who selected 'AF-Other' included PACAF, AFSPC and AFRC. A significant number of these (21) are under PACAF command. This category will be added to the selection list in the FY06 survey. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (53 customers), followed by IMA Northwest (38) and IMA-Southwest (37). The vast majority of FY05 Army customers fell into the 'Army-Other' category. The commands specified by the 119 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. Since the number of National Guard customer has increased over the years, this category will be added to the command selection list. There were a total of 13 Marine Corps customers and 16 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA, DISA, NDU and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM, CENTCOM, MEPCOM and others.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (56%) of USACE customers rated Construction services; 16 percent rated Environmental services, 13 percent rated Real Estate, five percent O&M and eleven percent rated 'Other' areas of service. Customers that checked the 'Other' area of services typically specified a combination of services such as 'Design and construction'. Others specified 'Project management', 'Design', 'Planning' or a specialized service such as timber sales or cultural resource services.

The survey included all military Districts and TransAtlantic Center. In addition a very small number of customers from Civil Works Districts were included in the FY05 survey. One

⁷ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

individual invited by a district elected to evaluate HQUSACE. These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by South Atlantic and North Atlantic Divisions (22% and 20% respectively). Mobile, Europe and Omaha Districts had the greatest number of valid responses (95, 62 and 61 customers respectively).

The statistical analysis of customer satisfaction ratings was conducted by weighting responses by customer organization and district. For example, there are 4 customer responses from California ARNG for Mobile. Each response is given an equal weight of 0.25. *I.e.* the assigned weight is equal to the inverse of the number of responses from a customer organization and district. The weighting scheme essentially treats the organization as the customer.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' A score of '3' may be interpreted as mid-range, average or noncommittal. All general satisfaction items received a mean score of 3.9 or higher. The majority of responses (67 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 88 percent of responding organizations and 'Seeks Your Requirements' and 'Resolves Your Concerns' at 84% each. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at ten percent and 'Would be Your Choice for Future Services' at eight percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 81 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of eight % responded USACE would NOT be their choice for future projects and 11% were non-committal. For customers' overall level of satisfaction 82% responded positively, 7% negatively and 12% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. The proportion of dissatisfied and noncommittal customers is slightly lower and that of satisfied customers is slightly higher than in the previous FY.

Items 12 through 34 of the Survey solicit customers' opinions concerning 23 specific services and products. All specific services items received a mean score of 3.80 or higher. The proportion of high ratings for the specific services items ranged from 68 to 82 percent. The top three most highly rated items were 'Project Management' at 82% followed by 'Construction Quality', and 'Planning Services (Master, Mobilization)' at 81% each. 'Environmental Compliance' had been among the top three highly rated items

in past years but ratings have fallen for this service this FY. The specific services that received the largest proportion of low ratings were 'Timely Construction' at 12 percent low ratings, 'Real Estate' (11 %) and 'Engineering Design' (9%). 'Timely Construction' and 'Real Estate' were the lowest rated last year as well.

The survey allows customers to comment on each service area as well as provide general comments or suggestions concerning Corps services. Customers were specifically asked to explain any low ratings (below 3). All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don't take the time to provide a comment.

An extremely large proportion of respondents (73%) submitted comments. Of these, 231 (46%) made overall favorable comments; 97 (19%) made negative comments and 158 (31%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (20 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details). The two most frequent positive comments concerned 'Overall Satisfaction' (167 customers) and 'Compliments to individuals/staff' (159 customers). There were again a very large number of positive comments about 'On-site Project Management'. Corps customers consistently provide a significant number of compliments to Corps staff.

The two most frequent negative comments concerned 'Reasonable Cost' (86 customers) and 'Timely Service' (73 customers). The negative comments on 'Costs' were more than twice the number received last FY (39 in FY04). Similar increases in negative comments were seen in 'Timely Service' (47 in FY04). The other areas of services that received a large number of negative comments were 'Timely Construction' (67 customers), 'Manages Effectively' (63) and 'AE Contract Service' (63). A complaint that has continued to surface concerns QA/QC services (35 customers). And for the first time, a large number of customers registered complaints about the lack of staff continuity on their projects (28 customers). This complaint had never been seen prior to FY05.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army, vs. 'Other'), primary work category (Construction vs. Environmental vs. 'Other') and ratings by MSC⁸.

⁸ The results of this analysis are not included in this report.

The first analysis compared customer satisfaction ratings for three major customer groups: Air Force, Army, and 'Other' where 'Other' includes Other DoD and IIS customers. Ratings among the customer groups were very comparable for the general satisfaction indicators however differences in ratings are seen among the specific services areas. Although in most cases these differences are not large enough to be statistically significant, Corps management should consider whether the differences are of practical significance. The exceptions were 'AE Contract Services', 'Engineering Design', and 'Maintainability'. In each case ratings provided by the Army customer group were statistically significantly lower than one or more of the other three groups. These results seem to be the result of two factors: foremost, an improvement in Army scores and stability (in some cases decreases) in Air Force scores. These results represent a departure from previous years in that subgroup ratings have become more homogeneous. In previous years 'Other' customers were uniformly the most satisfied followed by Air Force. Army customers have been consistently the least satisfied. There were eight service areas in which statistically significant differences were found in FY04, most were construction services.

Comparisons of ratings of Construction vs. Environmental vs. 'Other'⁹ customers were performed to detect any differences among the work categories for selected satisfaction indicators. This analysis includes only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: 'Project Management' and 'Funds Management', 'A/E Contracts', 'IDIQ Contracts', 'Value of S&R' and 'Value of S&A'. A very clear pattern emerges in these comparisons. Environmental customers were consistently the most satisfied and Construction the least satisfied. Additionally these differences were large enough to be statistically significant for almost every satisfaction indicator. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In several cases 'Other' customer ratings were significantly higher than Construction. These results are completely consistent with previous years. Recall that Construction customers comprise 55 percent of the customer base, Environmental 16 percent and 'Other' 29 percent.

The trend analysis tracks only the past nine-years in customers' assessment data. Since ratings were calculated by weighting responses by organization and customer organization data was not available for fiscal years 1995-96, the first two years were excluded. The analysis juxtaposes the trend in Air Force vs. Army vs. Other customer ratings over time. For the purposes of this analysis the 'Other' groups represents the IIS and 'Other DoD' responses combined. This analysis summarizes up to 1,787 Air Force customer responses, 2,716 Army and 1,227 'Other' responses.

⁹ Customers that checked the 'Other' area of services wrote services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

Results show that in general, there has been a gradual upward trend over the previous nine years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a decline for FY03 but seemed to have recovered in FY04 and increasing or stable in FY05.

Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. Army customers are the only group that showed improved ratings in every service area this year. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers.

An unusual pattern is apparent among many satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Hence, the declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Several services displayed a decline in ratings in FY05. They included 'Environmental Compliance', 'Project Documentation', 'Privatization Support', 'AE Contract Services' and 'Construction Turnover'. The decline was particularly sharp in the first three of these services. One area that warrants monitoring is 'On-Site Project Management' (added to the survey in FY01). For the first four years there has been a consistent downward trend among Air Force customers. FY05 results were essentially the same as last FY. Whether this represents a reversal of the downward trend remains to be seen.

The pattern of ratings for the 'Other' customers is comparable to Army customers except that ratings for 'Other' customers began at a much higher level than Army. Further, in FY00 'Other' customer ratings fell noticeably for almost all items. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. (The exception is in the area of 'Funds Mgmt' where the decline was more noticeable.) Three service areas showed a small decline in FY05. They included 'Delivers Products at Reasonable Cost', 'Environmental Studies' and 'Environmental Compliance'. In summary mean ratings for 'Other' customers began and remain consistently higher than Air Force and Army ratings.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies

only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown little improvement until this year. 'Warranty Support' ratings improved for Army and 'Other' customers. This service is still rated lowest by Army customers at a mean of 3.81 but this represents a fairly significant improvement over FY04. Air Force ratings of 'Warranty Support' are unchanged from last FY

Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the three customer groups separately. These graphs are available on the ftp site: <ftp://ftp.sam.usace.army.mil/pub/Peterson/>. Simply 'CTRL-Click' or copy and paste this link into your web browser and select the file corresponding to the customer group you'd like to view or you may contact the author of this report for assistance.

Currently Military Program's customers are well satisfied with Corps' services. Overall customer satisfaction has increased over time. This is likely due largely to the very strong relationships that exist between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff (particularly on-site staff). It is widely believed that customer loyalty can outweigh other areas of dissatisfaction. Costs and timeliness are consistently the two greatest sources of Corps Military Programs customer dissatisfaction. However, there is a point at which customer dissatisfaction over costs/timeliness cannot be overcome. Managers should weigh carefully the significant increase in negative comments in these two areas in conjunction with the complaints regarding staff continuity and staff workload.

APPENDIX A

Survey Instrument¹⁰

¹⁰ The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .



US Army Corps
of Engineers®

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We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2005. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments.

Section I - Customer Information

Name: Last: First:

Installation / Organization:

Your Email Address:

Office Telephone Number:

Agency/Command:
(Skip if you are not DoD)

Primary Category of Service Received: If Other, Specify:

USACE Organization Being Evaluated

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/HQ/TAC)

Section II - Customer Survey

Please rate your level of satisfaction for each area.

Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		NA	1	2	3	4	5	
1.	Seeks your requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
4.	Resolves your concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
12.	Planning (Master Planning, Annual Work Plans, Spill Contingency Plans, Mobilization Plans, A-76 Plans, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
14.	Environmental Studies and Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
15.	Environmental Compliance and Restoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
16.	Base Realignment and Closure Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
18.	Project Management Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
20.	Funds Management and Cost Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
21.	Architect-Engineer Contracts (Quality of AE services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
22.	Engineering Design Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
23.	IDIQ Contracts (eg MATOC's)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
24.	Construction Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

25.	Timely Completion of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Contract Warranty Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	End-User Satisfaction with Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Maintainability of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Privatization Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Installation Support (IS) direct checkbook services (Army customers only)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	On-site project management (PM Forward, Area Engineer, Resident Engineer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

APPENDIX B

Customer Demographics

Table B-1: Air Force ‘Other’ Commands -Details

<u>Air Force Other Cmd</u>	#	%
AFCEE	3	5.2
AFOSI	1	1.7
AFRC	16	27.6
AFSOC	6	10.3
AFSPC	14	24.1
ANG	7	12.1
USAFA	1	1.7
USAFE	10	17.2
Total	58	100.0

Table B-2: Army ‘Other’ Commands -Details

<u>Army Other Cmd</u>	#	%
AEC	1	1.3
AFN South (Italy)	1	1.3
AMC	2	2.5
Arlington National Cemetery	1	1.3
Army Strategic Defense Command USASDC	1	1.3
ATC	1	1.3
BRAC Closure	5	6.3
CFSC	3	3.8
Chemical Materials Agency	1	1.3
CMA	1	1.3
Defense Energy Support Center	2	2.5
DoD Biometrics	1	1.3
HQDA	11	13.9
MDA	1	1.3
MEDCOM	14	17.7
MOTSU	1	1.3
SMDC	1	1.3
USACE	10	12.7
USACIL	1	1.3
USAEC	1	1.3
USAEUR	4	5.1
USAFMSA	1	1.3
USAREC	8	10.1
USAREUR	4	5.1
USFK	2	2.5
Total	79	100.0

Table B-3: Joint Commands –Details

<u>DoD Joint Commands</u>	#	%
AAFES	1	3.2
ALCOM	2	6.5
CENTCOM	3	9.7
CFLCC Afghanistan	1	3.2
EUCOM	2	6.5
JFSC	1	3.2
JSOC	2	6.5
MEPCOM	1	3.2
ODC	1	3.2
PACOM	1	3.2
SOCOM	5	16.1
SOUTHCOM	10	32.3
USARSO	1	3.2
Total	31	100.0

Table B-4: ‘Other DoD’ Commands -Details

<u>Other DoD Commands</u>	#	%
Alt Joint Commun Ctr	1	2.6
BRAC Closure	1	2.6
DECA	4	10.5
DFAS	1	2.6
DLA	14	36.8
DODEA	6	15.8
MDA	5	13.2
National Defense University	3	7.9
NSA	1	2.6
USACE	1	2.6
VA	1	2.6
Total	38	100.0

Table B-5: Work Category ‘Other’

<u>Work Category - Other</u>	<u>#</u>	<u>%</u>
A/E Services	1	1.9
Ag outlease and timber sales	1	1.9
All Categories	8	14.8
Appeal oversight	1	1.9
Army Recruiting	1	1.9
Constr, O&M, Env	1	1.9
Contracting	2	3.7
Cultural resources/artifact curation	1	1.9
DESC MR&E	1	1.9
Design	5	9.3
Developmt of Army Std for Family Housing	1	1.9
Dredging	1	1.9
Engineering Services	2	3.7
Facilities Program Manager	1	1.9
Force Mgmt Support	1	1.9
Forest Product Sales	1	1.9
FUS study	1	1.9
HVAC Design	1	1.9
IAG (Analytical Lab Services)	1	1.9
JFIP Project Management	1	1.9
Mass Graves Analysis	1	1.9
Master Planning	3	5.6
Planning	2	3.7
Planning and Programming	1	1.9
Planning/A&E services	1	1.9
Planning/Design	1	1.9
PM Support	3	5.6
PM Support & Design services	1	1.9
Public Works	1	1.9
Resource Management	1	1.9
Services Contract	1	1.9
STAFF OFFICER FOR FOL’S	1	1.9
Standard Design Development	1	1.9
Statistical analysis	1	1.9
Technical Assistance	1	1.9
Various Contracts	1	1.9
Total	54	100.0

Table B-6: List of Customer Organizations

<u>Organization</u>	<u>#</u>	<u>%</u>
100st ASG	1	0.1
5th Signal Cmd	1	0.1
6th Signal Cmd	1	0.1
7th ATC	4	0.6
7th Signal Cmd	1	0.1
8th Army	1	0.1
AAFES	1	0.1
Aberdeen Proving Ground	5	0.7
ADELPHI LABORATORY	1	0.1
AEC	1	0.1
AF OGN	1	0.1
AF Recruiting Cmd	6	0.9
AF Reserves	9	1.3
AFN South (Italy)	1	0.1
AFSOC	1	0.1
Air Natl Guard	2	0.3
Air Natl Guard Portland	1	0.1
Air Natl Guard, Kulis	1	0.1
Air Natl Guard, MTGREAA	1	0.1
Air Natl Guard, Wataco	1	0.1
Alabama EMA	1	0.1
Andrews AFB	1	0.1
Anniston Army Depot	3	0.4
Arlington National Cemetery	1	0.1
Army Natl Guard, AK	1	0.1
Army Natl Guard, AL	2	0.3
Army Natl Guard, CA	7	1.0
Army Natl Guard, GA	1	0.1
Army Natl Guard, HQ	1	0.1
Army Natl Guard, KY	1	0.1
Army Natl Guard, MS	3	0.4
Army Natl Guard, TN	1	0.1
Army Natl Guard, VA	1	0.1
Army Natl Guard, WA	1	0.1
Army Natl Guard, WV	1	0.1
Army Reserves HQ	1	0.1
Army Reserves, 63rd RRC	1	0.1
Army Reserves, 81st RRC	1	0.1
Army Reserves, 88th RRC	2	0.3
Army Reserves, 89th RRC	4	0.6
Army Reserves, 96th RRC	2	0.3
Army Reserves, 99th RRC	1	0.1
Arnold AFB	2	0.3

<u>Organization</u>	<u>#</u>	<u>%</u>
ASAG Japan	3	0.4
ATC	1	0.1
Aviano AB	2	0.3
BLM	1	0.1
Brooks AFB	3	0.4
Buckley AFB	3	0.4
Bureau of Indian Affairs	3	0.4
Calhoun County EMA	1	0.1
Camp Bullis	1	0.1
Camp Henry	1	0.1
Camp Humphreys	1	0.1
Camp Shelby	1	0.1
Camp Zama	3	0.4
Cannon AFB	1	0.1
Carlisle Barracks	1	0.1
CENTCOM	3	0.4
CFLCC Afghanistan	1	0.1
CFSC	3	0.4
Charleston AFB	1	0.1
City of Colton	1	0.1
City of Honolulu	1	0.1
CMA	1	0.1
CNMI Government/Office of the Governor	1	0.1
Coast Guard	3	0.4
Columbus AFB	2	0.3
Davis Monthan AFB	1	0.1
DECA	4	0.6
Defense Energy Support Center	2	0.3
Dept of State	1	0.1
Dept Veterans Affairs	1	0.1
Deseret Chemical Depot	1	0.1
DFAS	1	0.1
DHS	7	1.0
DLA	14	2.0
DoD Biometrics	1	0.1
DODEA	6	0.9
DOE	5	0.7
DOI	1	0.1
Dyess AFB	2	0.3
Edwards AFB	4	0.6
Eglin AFB	4	0.6
Eielson AFB	3	0.4
Ellsworth AFB	2	0.3
Elmendorf AFB	11	1.6

<u>Organization</u>	<u>#</u>	<u>%</u>
EPA	5	0.7
EUCOM	2	0.3
Fairchild AFB	2	0.3
FBI	1	0.1
FEMA	1	0.1
Forest Service	1	0.1
FORSCOM	1	0.1
Ft AP Hill	2	0.3
Ft Benning	2	0.3
Ft Bliss	1	0.1
Ft Bragg	11	1.6
Ft Campbell	6	0.9
Ft Carson	7	1.0
Ft Detrick	2	0.3
Ft Dix	2	0.3
Ft Drum	2	0.3
Ft Eustis	3	0.4
Ft Gordon	3	0.4
Ft Greely	1	0.1
Ft Hamilton	1	0.1
Ft Hood	4	0.6
Ft Irwin	2	0.3
Ft Jackson	3	0.4
Ft Knox	3	0.4
Ft Lawton	1	0.1
Ft Leavenworth	1	0.1
Ft Lee	5	0.7
Ft Leonard Wood	9	1.3
Ft Lewis	6	0.9
Ft McCoy	1	0.1
Ft McPherson	2	0.3
Ft Meade	2	0.3
Ft Monmouth	1	0.1
Ft Monroe	2	0.3
Ft Myer	2	0.3
Ft Polk	5	0.7
Ft Richardson	2	0.3
Ft Riley	2	0.3
Ft Rucker	4	0.6
Ft Sam Houston	9	1.3
Ft Shafter	1	0.1
Ft Sill	5	0.7
Ft Stewart	2	0.3
Ft Story	1	0.1
Ft Wainwright	7	1.0

<u>Organization</u>	<u>#</u>	<u>%</u>
General Mitchell AFB	2	0.3
Goodfellow AFB	1	0.1
Grand Forks AFB	1	0.1
Guam DPW	1	0.1
Hanscom AFB	1	0.1
Hawthorne Army Depot	1	0.1
HI Dept of Transportation	1	0.1
Hickam AFB	4	0.6
Hill AFB	2	0.3
Holloman AFB	3	0.4
Holston AAP	1	0.1
Homestead ARB	1	0.1
HQ AEC	1	0.1
HQDA	1	0.1
HQDA ACSIM	2	0.3
HQDA ASA	1	0.1
HQDA OCSA	2	0.3
HQDA, ACSIM-AR	5	0.7
Humboldt County CA	1	0.1
Hurlburt Field	3	0.4
IMA EURO	6	0.9
IMA KERO	2	0.3
IMA NERO	1	0.1
IMA NWRO	1	0.1
IMA PARO	1	0.1
IMA SERO	4	0.6
Incirlik AB	1	0.1
Indiana AAP	2	0.3
Iowa AAP	2	0.3
Joint Force Staff College	2	0.3
Kadena AB	1	0.1
Keesler AFB	1	0.1
Kirtland AFB	6	0.9
Kunsan Air Base	1	0.1
Kwajalein Atoll	1	0.1
Lackland AFB	6	0.9
Langley AFB	12	1.7
Laughlin AFB	3	0.4
Letterkenny Army Depot	3	0.4
Little Rock AFB	3	0.4
MacDill AFB	4	0.6
Malmstrom AFB	1	0.1
March AFB	1	0.1
Marine Corps	1	0.1
Marine Corps 5th District	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Marine Corps Camp Butler	2	0.3
Marine Corps Camp Fuji	1	0.1
Marine Corps Okinawa	1	0.1
Marine Corps, 12 MCD	3	0.4
Marine Corps, Korea	1	0.1
Marine Corps, RS Portland	1	0.1
Marine Corps, RS Salt Lake City	1	0.1
Marine Corps, RS Seattle	1	0.1
Maxwell AFB	2	0.3
McAlester AAP	2	0.3
McChord AFB	2	0.3
McGuire AFB	2	0.3
MDA	5	0.7
MEDCOM	14	2.0
MEPCOM	1	0.1
Milan AAP	1	0.1
Ministry of Defense, Afghanistan	1	0.1
Misawa AFB	1	0.1
Mississippi AAP	1	0.1
Moody AFB	2	0.3
MOTSU	2	0.3
Mountain Home AFB	1	0.1
Narcotics Affairs Section	2	0.3
NASA	1	0.1
National Defense University	2	0.3
National Park Service	1	0.1
Navajo AML Program	1	0.1
Navy Camp Pendleton	1	0.1
Navy CFAO	1	0.1
Navy COMUSNAVSO	1	0.1
Navy NAF Atsugi	1	0.1
Navy NASP Pensacola	1	0.1
Navy NAVAIR	2	0.3
Navy NAVFAC Europe	1	0.1
Navy NAVFACFE	2	0.3
Navy NRD Seattle	1	0.1
Navy NSWCCD	1	0.1
Navy Region Southeast	1	0.1
Navy Sasebo	1	0.1
Navy, CNFK	1	0.1
Navy, NRD Portland	2	0.3
Nellis AFB	1	0.1
Newport Chemical Depot	1	0.1
Nike Park	1	0.1
NOAA	3	0.4

<u>Organization</u>	<u>#</u>	<u>%</u>
NSA	2	0.3
Nye County Nevada	1	0.1
ODC	2	0.3
Offutt AFB	2	0.3
Osan Air Base	1	0.1
PACOM	1	0.1
Patrick AFB	1	0.1
Peterson AFB	5	0.7
Picatinny Arsenal	1	0.1
Pine Bluff Arsenal	2	0.3
Pope AFB	3	0.4
Port Authority of Guam	1	0.1
Portland IAP	1	0.1
Presidio of Monterey	2	0.3
Pueblo CD	1	0.1
Pyramid Lake Paiute Tribe	1	0.1
RAB Member	1	0.1
Ramstein AB	6	0.9
Randolph AFB	11	1.6
Raven Rock	1	0.1
Red River Army Depot	1	0.1
Redstone Arsenal	3	0.4
Redstone Arsenal USAG	2	0.3
Robins AFB	7	1.0
Sacramento Army Depot	1	0.1
Savanna Army Depot	2	0.3
Schofield Barracks	1	0.1
Schriever AFB	2	0.3
Scott AFB	3	0.4
Seymour Johnson AFB	3	0.4
Shaw AFB	4	0.6
Sheppard AFB	2	0.3
SMDC	1	0.1
SOCOM	4	0.6
SOUTHCOM	6	0.9
State of Hawaii	1	0.1
Tinker AFB	1	0.1
Tooele Army Depot	3	0.4
Torii Station	1	0.1
Tyndall AFB	4	0.6
Umatilla Chemical Depot	1	0.1
USACE	11	1.6
USACIL	1	0.1
USAEC	1	0.1
USAF Academy	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
USAFMSA	1	0.1
USAG Ansbach	1	0.1
USAG Bamberg	1	0.1
USAG Benelux	1	0.1
USAG Darmstadt	2	0.3
USAG Franconia	1	0.1
USAG Garmisch	1	0.1
USAG Giessen	1	0.1
USAG Grafenwoehr	2	0.3
USAG HI	2	0.3
USAG Hohenfels	2	0.3
USAG Japan	2	0.3
USAG Kaiserslautern	1	0.1
USAG Mannheim	3	0.4
USAG Stuttgart	1	0.1
USAG Vicenza	2	0.3
USAG Wiesbaden	1	0.1
USAID	2	0.3
USAID HONDURAS	1	0.1
USAREC	8	1.2
USAREUR	4	0.6
USARSO	1	0.1
USMA, West Point	1	0.1
USMILGP Chile	2	0.3
USMILGP Guatemala	1	0.1
USMILGP Nicaragua	1	0.1
Vance AFB	3	0.4
Vandenberg AFB	1	0.1
Volunteer AAP	1	0.1
Warren AFB	1	0.1
Watervliet Arsenal	1	0.1
Whiteman AFB	1	0.1
Wright Patterson AFB	12	1.7
Yokota AB	1	0.1
Yongsan	2	0.3
Total	695	100.0

APPENDIX C

Statistical Details

Table C-1: General Satisfaction Items – Details

General Services	Very Low		Low		Mid-range		High		Very High		Total	
Item	#	%	#	%	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	6	1.4	13	3.1	46	11.1	137	33.0	213	51.3	415	100.0
S2 Manages Effectively	8	1.9	21	5.0	58	13.9	145	34.7	186	44.5	418	100.0
S3 Treats You as a Team Member	7	1.7	11	2.6	32	7.7	96	23.0	271	65.0	417	100.0
S4 Resolves Your Concerns	7	1.7	20	4.8	41	9.8	137	32.9	212	50.8	417	100.0
S5 Timely Service	5	1.2	22	5.3	66	15.8	153	36.6	172	41.1	418	100.0
S6 Quality Product	11	2.7	9	2.2	51	12.3	138	33.4	204	49.4	413	100.0
S7 Reasonable Costs	14	3.5	25	6.3	92	23.2	140	35.3	126	31.7	397	100.0
S8 Displays Flexibility	5	1.4	10	2.7	5	1.4	119	32.6	226	61.9	365	100.0
S9 Keeps You Informed	9	2.2	14	3.4	47	11.3	128	30.8	218	52.4	416	100.0
S10 Your Future Choice	16	3.9	17	4.2	44	10.8	128	31.4	203	49.8	408	100.0
S11 Overall Satisfaction	8	1.9	20	4.8	49	11.7	146	34.9	195	46.7	418	100.0

Table C-2: Specific Services Items– Details

Specific Services	Very Low		Low		Mid-range		High		Very High		Total	
Item	#	%	#	%	#	%	#	%	#	%	#	%
S12 Planning (Master, Mobiliz ...)	2	1.2	4	2.5	24	14.9	66	41.0	65	40.4	161	100.0
S13 Inspections & Investigations	3	2.0	3	2.0	27	18.2	54	36.5	61	41.2	148	100.0
S14 Environmental Studies	3	1.8	6	3.6	26	15.6	59	35.3	73	43.7	167	100.0
S15 Environmental Compliance	4	2.7	7	4.8	24	16.3	48	32.7	64	43.5	147	100.0
S16 BRAC	1	1.1	3	3.4	12	13.8	27	31.0	44	50.6	87	100.0
S17 Real Estate	9	5.6	8	5.0	26	16.3	43	26.9	74	46.3	160	100.0
S18 Project Management	8	2.5	15	4.6	35	10.8	109	33.7	156	48.3	323	100.0
S19 Project Documents	10	4.2	7	3.0	40	16.9	74	31.4	105	44.5	236	100.0
S20 Funds Management	8	2.8	13	4.5	44	15.2	102	35.3	122	42.2	289	100.0
S21 A/E Contracts	5	1.9	14	5.3	45	17.1	93	35.4	106	40.3	263	100.0
S22 Engineering Design	7	2.4	19	6.6	54	18.8	103	35.9	104	36.2	287	100.0
S23 IDIQ Contracts	4	2.8	3	2.1	25	17.5	46	32.2	65	45.5	143	100.0
S24 Construction Quality	4	1.4	10	3.5	40	14.2	120	42.6	108	38.3	282	100.0
S25 Timely Construction	13	4.6	21	7.4	57	20.2	109	38.7	82	29.1	282	100.0
S26 Construction Turnover	4	1.6	15	6.0	48	19.1	96	38.2	88	35.1	251	100.0
S27 Warranty Support	4	1.7	13	5.7	45	19.7	87	38.0	80	34.9	229	100.0
S28 End-user Satisfaction	4	1.4	10	3.6	40	14.5	103	37.3	119	43.1	276	100.0
S29 Maintainability	3	1.2	13	5.2	38	15.3	105	42.3	89	35.9	248	100.0
S30 Privatization Support	0	0.0	5	9.4	12	22.6	9	17.0	27	50.9	53	100.0
S31 IS Checkbook	1	1.7	2	3.4	11	18.6	15	25.4	30	50.8	59	100.0
S32 On-site Project Mgmt	6	2.3	12	4.6	38	14.4	87	33.1	120	45.6	263	100.0
S33 Value of S&R	4	1.5	13	4.9	43	16.2	87	32.8	118	44.5	265	100.0
S34 Value of S&A	6	2.3	12	4.7	39	15.1	94	36.4	107	41.5	258	100.0

Table C-3: Mean Satisfaction Scores by Customer Group FY05

Item	Air Force		Army		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.35	127	4.30	184	4.24	105	4.30	415
S2 Manages Effectively	4.15	126	4.18	186	4.11	106	4.15	418
S3 Treats You as Important Member of Team	4.48	127	4.48	185	4.44	105	4.47	417
S4 Resolves Your Concerns	4.30	127	4.21	186	4.32	104	4.26	417
S5 Timely Service	4.04	126	4.14	186	4.16	105	4.11	417
S6 Quality Product	4.21	126	4.21	182	4.35	104	4.25	412
S7 Reasonable Cost	3.95	124	3.81	175	3.80	99	3.85	397
S8 Flexible in Responding to You	4.32	127	4.35	185	4.28	103	4.32	415
S9 Keeps You Informed	4.32	126	4.29	185	4.20	104	4.28	416
S10 Your Choice for Future Work	4.20	125	4.18	180	4.19	102	4.19	408
S11 Overall Satisfaction	4.19	126	4.21	186	4.17	105	4.20	417
S12 Planning (Master, Mobiliz...)	4.20	37	4.05	84	4.39	41	4.17	161
S13 Investigations & Inspections (Non-Envir)	4.16	26	4.01	83	4.38	38	4.13	148
S14 Environmental Studies	4.16	37	4.16	94	4.18	36	4.16	166
S15 Environmental Compliance	4.03	33	4.13	84	4.14	30	4.11	147
S17 Real Estate	4.05	43	3.96	91	4.25	25	4.03	160
S18 Project Management	4.15	99	4.17	141	4.34	83	4.21	323
S19 Project Documentation (1354, 1391...)	4.00	76	4.03	110	4.38	51	4.09	236
S20 Funds Management	4.20	86	3.98	129	4.17	73	4.10	288
S21 A/E Contract Services	3.98	92	3.97	106	4.35	65	4.07	263
S22 Engineering Design	3.96	96	3.82	113	4.19	78	3.97	287
S23 IDIQ Contracts	4.03	42	4.16	70	4.32	31	4.16	142
S24 Construction Quality	4.13	97	4.02	107	4.25	79	4.12	283
S25 Timely Construction	3.70	95	3.76	109	4.00	78	3.80	282
S26 Construction Turnover	3.98	87	3.86	99	4.19	67	3.99	252
S27 Warranty Support	3.95	77	3.81	92	4.29	59	3.98	228
S28 End-user Satisfaction	4.12	97	4.10	113	4.34	67	4.17	276
S29 Maintainability	4.17	92	3.86	95	4.27	61	4.08	248
S33 Value of S&R	4.10	76	4.10	123	4.22	65	4.13	265
S34 Value of S&A	4.05	77	4.01	118	4.33	64	4.10	260

Items in bold are statistically significant at $\alpha = .05$.

Table C-4: Mean Satisfaction Scores by Work Category FY05

Item	Construction		Environmental		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.18	217	4.71	73	4.27	125	4.30	415
S2 Manages Effectively	3.96	219	4.57	73	4.24	127	4.15	418
S3 Treats You as Team Member	4.41	218	4.77	73	4.40	126	4.47	417
S4 Resolves Your Concerns	4.10	218	4.64	73	4.32	127	4.26	417
S5 Timely Service	3.92	217	4.52	73	4.20	127	4.11	417
S6 Quality Product	4.07	215	4.56	72	4.36	125	4.25	412
S7 Reasonable Cost	3.67	213	4.29	70	3.92	114	3.85	397
S8 Displays Flexibility	4.18	217	4.68	73	4.36	125	4.32	415
S9 Keeps You Informed	4.17	217	4.53	73	4.31	126	4.28	416
S10 Your Future Choice	4.04	213	4.51	72	4.28	123	4.19	408
S11 Overall Satisfaction	4.01	217	4.61	73	4.27	127	4.20	417
S18 Project Management	4.11	195	4.60	54	4.19	74	4.21	323
S20 Funds Management	3.99	170	4.53	55	4.01	64	4.10	288
S21 A/E Contract Services	3.98	172	4.38	42	4.11	49	4.07	263
S23 IDIQ Contracts	4.08	89	4.36	15	4.27	39	4.16	142
S33 Value of S&R	4.06	175	4.52	34	4.09	55	4.13	265
S34 Value of S&A	3.98	176	4.51	32	4.23	53	4.10	260

Items in bold are statistically significant at $\alpha = .05$.

Table C-5: FY97-05 Responses by Division & Survey Year

Div#	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	Total
LRD	57	25	57	25	19	34	47	46	34	344
MVD	0	0	5	0	0	0	4	0	0	9
NAD	178	161	154	119	74	112	103	115	137	1153
NWD	104	108	124	150	162	110	105	91	120	1074
POD	79	98	109	84	90	60	96	112	101	829
SAD	87	78	95	75	90	108	92	111	150	886
SPD	47	58	69	72	14	57	23	47	71	458
SWD	55	54	72	48	50	79	72	81	58	569
TAC	0	32	7	4	13	8	11	21	23	119
HQ	119	81	53	14	5	3	11	2	1	288
Total	726	663	738	587	504	563	553	605	695	5610

Table C-6: FY97-05 Responses by District & Survey Year

District	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	Total
LRE	0	0	0	0	0	0	0	1	0	1
LRL	57	25	57	25	19	34	44	45	32	338
LRN	0	0	0	0	0	0	0	0	2	2
LRP	0	0	0	0	0	0	3	0	0	3
MVN	0	0	0	0	0	0	2	0	0	2
MVR	0	0	1	0	0	0	1	0	0	2
MVS	0	0	0	0	0	0	1	0	0	1
MVP	0	0	4	0	0	0	0	0	0	4
NAB	36	52	30	20	32	43	29	32	29	303
NAN	17	13	15	20	15	6	8	18	9	121
NAO	35	34	38	37	18	12	18	29	27	248
NAP	5	9	1	1	0	0	0	0	8	24
NAE	0	0	0	1	6	14	9	7	2	39
NAU	85	53	70	40	3	37	39	28	62	417
NWK	17	4	14	6	10	6	10	7	15	89
NWO	26	23	26	67	68	63	52	43	61	429
NWS	61	81	84	77	84	41	43	42	44	557
POA	22	32	18	9	32	19	48	59	43	282
POF	17	13	32	12	18	14	14	13	12	145
POH	15	20	27	36	16	6	11	15	21	167
POJ	25	33	32	27	24	21	23	25	25	235
SAJ	0	0	0	0	0	0	1	1	1	3
SAM	38	37	47	47	50	78	65	90	95	547
SAS	49	41	48	28	40	30	26	20	53	335
SAW	0	0	0	0	0	0	0	0	1	1
SPA	20	15	17	14	3	8	6	7	18	108
SPL	15	21	18	26	8	8	7	10	17	130
SPK	12	22	34	32	3	41	9	30	36	219
SPN	0	0	0	0	0	0	1	0	0	1
SWF	30	36	47	28	13	39	38	39	31	301
SWL	13	9	10	11	9	7	4	7	6	76
SWT	12	9	15	9	28	33	30	35	21	192
TAC	0	32	7	4	13	8	11	21	23	119
Total	607	614	692	577	512	568	553	624	694	5441

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